

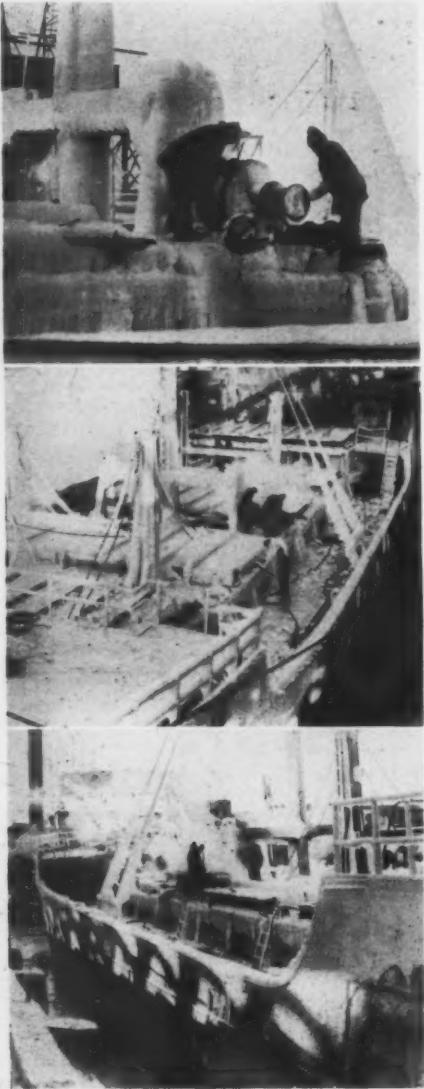


• Builders' Hardware Issue •

SECURITY in the home, at business or wherever buildings are erected for housing humans or property, is assured by locks furnished by makers of builders' hardware. It is perhaps the industry's greatest contribution to civilization.

# CONNECTICUT INDUSTRY

OCTOBER  
1934



Views of the S. S. "Coastwise" at the T. A. D. Jones dock in New Haven during the rigorous weather of last winter.

# No Sister to Admiral Byrd's Flagship...BUT

THIS Steamer S. S. "Coastwise" with 6,200 gross tons of NEW RIVER coal and dead-head tons of ice plowed its way through icy seas in sub-zero weather during last winter's blizzard between Norfolk, Va. and New Haven's ice locked harbor to unload at T. A. D. Jones' dock each week. . . .

## *On Schedule*

While the crew cut away the thick coating of ice from the hawsers making ready to tie up, tobogganed youngsters glided by on skates and bicycles within 25 feet of the main channel.

SPRING thaws have erased the last marks of King Winter's destructive moments only to give way to a torrid sun that has brought discomfort, drought and heat prostrations. Without contrasts life would be extremely dull.

## *Moral*

PREPARE FOR THE NEXT BIG CONTRAST WITH COAL AND OIL HEAT AND POWER INSURANCE.

*Sold by*

**T. A. D. JONES & COMPANY, INC.**

DOCKS

NEW HAVEN

BRIDGEPORT

NEW RIVER . . . NAVY STANDARD COAL . . . PENNSYLVANIA COAL  
INDUSTRIAL FUEL OIL

# CONNECTICUT INDUSTRY

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L. M. BINGHAM, Editor

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## MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

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## THE CRY OF DISCRIMINATION

By E. KENT HUBBARD

As the aftermath of a strike, which Francis Gorman summed up briefly, "We have taken every trench in this strike", he is continuing to stir the fires of animosity by charging mill management everywhere with "rank discrimination" against members of the union who want their jobs back. His "bill of rights" to make such accusations and to inspire them in every textile area is just another billboard on which to paint a new battle cry for complete unionization—in the U. T. W. of course—of all textile workers. The situation has simmered down to a relentless campaign to decide whether the U. T. W. shall have its own selfish interests enthroned or whether the best interests of the textile workers of America shall be served.

To sum up fairly the whole controversy I know of no better way than to reproduce here an editorial entitled "Discrimination", which appeared in the September 28th issue of the Hartford Courant as follows:

"Discrimination involves a difference in treatment of two or more persons or a distinction, usually unfair, in favor of one side. Because the textile mills are not as yet taking back all the workers they employed prior to the strike, Mr. Francis J. Gorman, who ordered out the United Textile Workers Union and did his level best to close every mill in the country, is appealing to the President to put a stop to what he characterizes as 'rank discrimination' against members of the union who want their jobs back. The mill owners can explain that there is not now work enough for all and that in rehiring they are naturally giving preference to the most competent. But Mr. Gorman thinks he knows that this is not so. He thinks he knows that the strikers, especially the strike leaders, are being discriminated against because of their activities, and he vehemently pleads their cause.

"But suppose there is this discrimination. Suppose the mill owners say, 'Our first thought should be for those who wanted to remain at work but were forced out against their will.' Just how is Mr. Gorman in a position to talk about discrimination? At the very outset he insisted that there should be discrimination in favor of those who belong to the United Textile Workers Union, that those who did not belong should be made to join if possible.

(Continued on next page)

## EXCERPT FROM DECISION OF LABOR RELATIONS BOARD IN HOUDE CASE

THE question at issue . . . cannot be answered by a mere reading of the language of Section 7(a), much less by abstract arguments about the rights of majorities and minorities.

"The employer is obligated by the statute to negotiate in good faith with his employes' representatives; to match their proposals, if unacceptable, with counter-proposals; and to make every reasonable effort to reach an agreement."

"Collective bargaining, then, is simply a means to an end. The end is an agreement."

"Where all that transpires is a demand by employees for better terms and an assent by the employer, but without any understanding as to duration, there has been no collective agreement, because neither side has been bound to anything."

"When it (Section 7(a)) speaks of 'collective bargaining' it can only be taken to mean that long-observed process whereby negotiations are conducted for the purpose of arriving at collective agreements governing terms of employment for some specified period. And in prohibiting any interference with this process, it must have intended that the process should be encouraged."

"The statute was enacted to promote the making of collective agreements covering terms of employment for definite periods."

"The only interpretation of Section 7(a) which can give effect to its purposes is that the repre-

sentsatives of the majority should constitute the exclusive agency for collective bargaining with the employer."

"This Board, therefore, stands upon the majority rule. And it does so the more willingly because the rule is in accord with American traditions of political democracy, which empower representatives elected by the majority of the voters to speak for all the people."

"When a person, committee or organization has been designated by the majority of employees in a plant or other appropriate unit for collective bargaining, it is the right of the representative so designated to be treated by the employer as the exclusive collective bargaining agency of all employees in the unit, and the employer's duty to make every reasonable effort, when requested, to arrive with this representative at a collective agreement covering terms of employment of all such employees."

"The rule does not compel employees to join the organization representing the majority. It does not establish a closed shop, nor necessarily lead to a closed shop."

"Where there may be two or more separate crafts or other distinct groupings of employees, each such grouping might properly constitute a unit for collective bargaining; and in such event the representatives of the majority of each unit would be the exclusive agency for the negotiation of a collective agreement relating to that unit."

\* \* \*

## THE CRY OF DISCRIMINATION

(Continued from page 1)

To that end methods were employed that carried discrimination to great lengths, the flying squadrons, for example. As he saw it these were not acts of improper discrimination but acts worthy of only the highest commendation. He had no sympathy with nor patience for those who would not accept his dictation. He felt it to be wholly within his province to discriminate in any way he saw fit against non-union employes and against the management of mills that held to the basic principle of the open shop.

"The Winant report placed as the first of the four fundamental issues of the strike recognition of the union and methods of collective bargaining. As to this issue the report said: 'An industry-wide, collective agreement between the employers as a group and the United Textile Workers is not at this time feasible and collective dealing between labor and management in this industry can, for the present at least, best be achieved through development on a plant-to-plant basis.' In other words, the relationship between the management of a mill and the workers in that mill is not a relationship belonging to the exclusive jurisdiction of the national organization of textile employes. It has not been given

under the Winant report to the United Textile Workers of America, through Mr. Gorman or anyone else, to discriminate in the matter of employment in favor of the members of the union. The management, however, is left free, since it pays the wages, to give such work as there is to be done to those who never wished to quit their jobs and who were not in any way implicated in the disorders that attended the strike.

"To Mr. Gorman this appears to be the rankest kind of discrimination. It was entirely all right for him and his union to discriminate against workers who did not belong, but entirely wrong for the mill owners to give first consideration in starting up the mills to those who were not in sympathy with the strike, if this they have done. We have here, we suppose, nothing more than a very natural exemplification of human nature. Mr. Gorman undoubtedly feels a sense of deep obligation to put back to work those who obeyed his command to quit and tie up the mill. The mill managements can hardly be blamed for feeling that their first obligation is to those who felt that they had no grievances sufficiently great to warrant their participation in the strike. The animosities that have been engendered will in time pass, but while the healing process goes on Mr. Gorman and his strikers are the very last who should talk about 'rank discrimination'".

# BUILDERS' HARDWARE

By L. M. Bingham

Knock on the door . . . bang! bang on the head . . . lift up the latch . . . a turned up nose . . . and walk in . . . finger in the mouth . . . Foregoing are words and motions that acquainted most youngsters with the first builders' hardware term. . . . Thereafter through life these items are within view during every wakeful hour where buildings are in sight. . . . Security, durability, beauty, utility and comfort are the five big words constantly in the minds of designers and management of the industry. . . . The peddler and the blacksmith played their parts. . . . So did the lock contractor, the treadmill and old "dobbin". . . . Individualism strong at the start when these companies ventured a beginning. . . . Russell & Erwin . . . P. & F. Corbin . . . American Hardware . . . Stanley Works . . . Yale & Towne . . . Sargent & Company . . . Norwalk Lock . . . H. B. Ives.

*Editor's Note: The manufacture of hardware in Connecticut is so profuse and widespread among so many units that it has been necessary, on account of space, to limit this story of the industry to its oldest and most closely knit division-builders' hardware—which because of necessity, knocked first on latent Yankee genius for metal craftsmanship. Chief items usually considered in this line include cylinder locks and night latches, door checks and springs, casement and shutter workers, door bolts, butts, catches, door and window fasteners, knobs, friction hinges, door holders, door knockers, window pulleys, push plates; door pulls, transom lifts, escutcheon plates, checking floor plates and garage door hardware. Not all companies mentioned in this article produce the complete line of builders' hardware, but they are included because they are looked upon, with one exception, "among the trade" as being more closely connected with the builders' hardware branch of the industry than any other. Because of the availability of considerable more authentic data on P. & F. Corbin than readily obtainable from other company records or library histories, the length of its account greatly exceeds all others. Instead of skeletonizing the story of Philip Corbin's earlier experiences to conform more closely with the space given over to the histories of other companies, the most interesting points have been included because his experiences constitute a true reflection of the business methods of a dramatic by-gone era in American business history. Doubtless many similar experiences occurred in the lives of executives of many other companies mentioned herein but unfortunately they have not been available to the writer during the period of research allotted to the gathering of data for this article.*

first American colony than they began to think seriously and act accordingly to provide themselves with shelter. They sought security from both the elements and the savage Indians. So from the



THE home builder and the contractor, two men of greatest importance to the builders' hardware manufacturer.

very start of building in America, latches, hinges and bolts were required. The fire, the bellows, the anvil and the hammer made possible the first crude beginnings of the manufacture of builders' hardware in America. New colonists, new settlements, more and better homes and stores dotted a slow "Topsy" growth for over

200 years before the first builders' hardware was produced in a building worthy of the name, factory. But during this sparsely populated era when the smithy oftentimes was more than a day's travel away from the home fireside, the settlers developed their mechanical ingenuity to the point of making their own crude hinges, bolts and other makeshift items to last at least until they went to the village one day with the wherewithal to buy something better. That "something better" was always imported until a few ingenious Yankees sold the idea that they could build better and cheaper than their "foreign brothers".

With little danger of house-breaking the builders' hardware need of the early settlers was quite well satisfied by a few simple door latches and bolts—these being supplemented by bars placed across the doors when danger lurked from assault by Indians. The next step in hardware development was out of the role of "builders'" for the first locks that were made in this country were chest, wardrobe and drawer locks or so-called cabinet hardware to secure privacy and safe-keeping for family heirlooms, jewelry and other valuables which, on occasion, had either been misused by unauthorized members of the household or appropriated completely for the self-satisfaction of family servants. Then came door locks, padlocks and one by one the long list of builders' hardware items listed in today's modern catalogs, requiring several hundred pages to picture and describe.

There is ample justice in the claim that Connecticut owes its

## Supporting Factors

NO sooner had the first adventuresome Pilgrims stepped off "Plymouth Rock" to the ground which was to become the

preeminence in many branches of the metal industry to the tinware trade which flourished from about 1740 to 1860 in and around Berlin, Connecticut. Through this industry of a by-gone age the state became known among all the colonists, for the tinware peddlers penetrated first on foot, then horseback and later with elaborately fitted wagons, the most remote settlements to sell their "Yankee Notions". So shrewdly did they bargain for coin, trinkets, or almost anything of value which might be turned eventually into money that they earned for all New England the reputation, good and bad, which adheres to the present day to the term "Yankee". Because certain traders were reputed to have passed off nutmegs made from wood for genuine, Connecticut early became known as the land of the "wooden nutmeg". Though posterity is occasionally reminded of the horse tradin' antics of the early tin peddlers it was their success that caused the development of the tool, builders' hardware, household equipment, silver and cutlery industries in Hartford and New Haven counties.

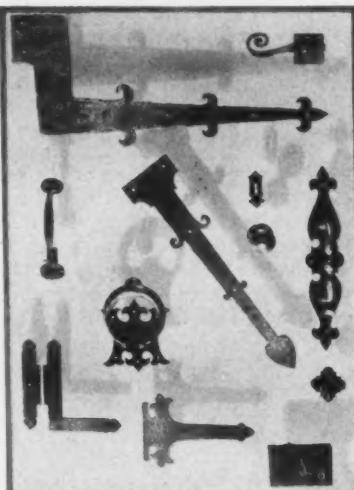
Although a description of the antics of the early salesmen, called "peddlers", may seem somewhat removed from our story of builders' hardware development yet, because of its importance in laying the necessary groundwork for the development of this and other metal working industries, we venture a brief description of the movements of these early romantic "knights of the road". Their first employment is believed to have been given by a man by the name of Edward Pattison, an Irish colonist, who set up a tinware shop in Berlin, Conn., in 1740. After he had saturated the neighborhood with tin spoons, household utensils and flatware, he hired "peddlers" to carry the wares to nearby towns. For 20 years he kept the trade practically a monopoly, then his apprentices one by one started their own shops and hired their own "peddlers". Traveling at first on foot with two large tin trunks weighing from 50 to 75 lbs., suspended from their shoulders by a broad strap, these peddlers traveled over trail-like roads from one small

community to another bringing to the isolated farmhouses enroute articles which otherwise would have been almost impossible to obtain. In his magic pack, the vendor carried scissors, combs, clocks, buttons, brass-

in future "deals". Regardless of the occasional sharp dealing of some of these pioneer "knights of the road", on the whole they must have been more honest than dishonest for the scions of some of the best families in the Colonies plied this venturesome trade to build the foundation of some of the larger fortunes of the present day. Their departure or return was indeed considered one of the most important events stimulating the imagination of people accustomed to a simple life of work broken chiefly by mealtime, churcotime and bedtime. Profuse good-byes and best wishes followed the daring young adventurer as he and his load of notions clattered out of sight down the narrow trail or road. Months later on his return, which was often without horse or wagon but with pockets bulging with coins, the people would gather around him to listen to his tales of adventure, to the news of the outside world which he had gathered from other adventurers. In fact he was our earliest news reporter.

Though the tinware industry and the peddler method of distribution was suspended during the Revolution because of the cutting off of tin importation, it flourished again shortly after. "Dwight's Travels" tell that after the close of the War of 1812 "10,000 boxes of tin plate were made into culinary vessels in the town of Berlin in one year" and that the peddlers "went with their ware into every part of the United States". In the early part of the nineteenth century the large shops sent out workmen and raw materials to such points as Albany, Richmond, Montreal and Charleston. The workmen spent the winters in these distant centers making up the tin so that when the heavily laden wagons which had started from Berlin in the spring, arrived empty at one of these pre-determined route ends, they could be re-loaded and sent back on another route. At the more distant points where this plan was impracticable, the vendor usually disposed of his horse and vehicle, returning to Berlin about six months later to start the process all over again.

Although this unique business



FOR the residence styled after the Early English, Colonial, French, Spanish or Norman architectural motifs, builders' hardware manufacturers of Connecticut supply a complete line of hardware in a finish exactly like the hand-forged items produced in the original period.

ware, tinware, paper and later on hats and other luxury items. As the demand increased notably the "little shops" were encouraged to make a wider variety of items—the peddler to press farther afield on horseback with two packs on the horse and one on the rider to open more new markets.

Going the way of all new progress, the pack horse gave way to the specially designed trader wagon as rapidly as trails were widened into roads. Rat-a-tat-klung, these novel vehicles "noised about" through the colonies to Charleston in the South, westward across the Mississippi and northward over the Canadian border as far as Quebec and Montreal. En-route tin pans, combs, spoons or buttons were often exchanged for eggs and butter and then turned over to the store-keeper for English or French money, or traded again for furs to be sold or bargained with again

of distribution was prosperous because it filled an economic need through an elaborate system of routings, the manufacturing end of the business was little more than a household industry, with none of the shops employing over ten persons. But each one of them made sufficient simple wares to supply from 20 to 30 peddlers. Thus encouraged by the success of a distribution system, the brass button makers of Waterbury, the clock makers of Bristol, Waterbury and New Haven, the pewter and Britannia makers of Meriden and Wallingford were stimulated into expanded activity to meet a known demand. From this expansion came the necessity for tools which stimulated New Britain as a tool-making and hardware center. The coming of the railroads sounded the death-knell of the thriving peddler distribution industry—substituted the drummer, but not before it had laid the foundation of Connecticut's great metal industries of today.

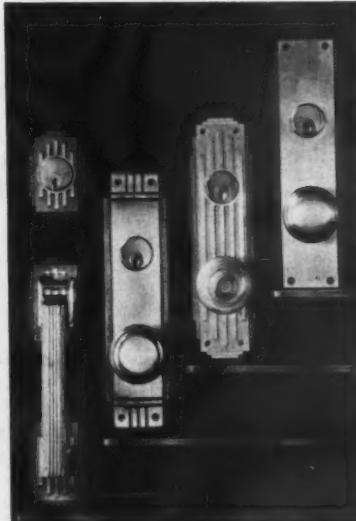
### The Start of the Industry

Early in the history of Berlin and shortly after Pattison had established his tinshop, Ladwick Hotchkiss and Thomas Richards set up forges and anvils in that portion of Berlin which was later set off as New Britain. Then came James North, who learned the blacksmith trade from Richards and set up a smithy of his own which was the first cornerstone of the great North and Judd hardware plant (saddlery hardware). By 1778 the list of products made in New Britain blacksmith shops included augurs, brads, bridle-bits, chest locks, nails, compasses, cranks, chisels, crowbars, hooks, hinges, knobs, keys, spikes and numerous other tools and wagon iron needed by an agricultural community. Peddlers' trunks carried away many of these items to distant points, thus early in our country's industrial history establishing New Britain as the first center of the tool and hardware industry.

In 1798, James North, Joseph Booth and Samuel Shipman each sent a son to Stockbridge, Mass., to learn to cast brass. Returning in 1800 with expert knowledge of

the trade they set up a foundry for the manufacture of sleigh-bells. The business was so successful that each one of them later started his own factory rapidly adding other items of metal to their list of products, thus establishing the first real beginning of the tool industry in the United States. In 1812, Alvin North began to manufacture buckles near the present site of the large North and Judd plant, which grew from his small business into the largest saddlery hardware company in the country. From this point on our story will deal with events and personalities which established New Britain as the "Hardware City" of the world as well as to form other companies in other parts of the state which are prominent factors in the "builders' hardware" industry of today. These seven Connecticut companies whose beginnings were laid from 1831 to 1876 now manufacture approximately 90% of the builders' hardware produced on the North American continent. Only in the brass industry (see story in Connecticut Industry for July) do such strong personalities appear as in the growth and development of the builders' hardware industry.

### Russell & Erwin



MODERN hardware design is the true reflection of modern art in architecture.

First of these present great builders' hardware industries to start was the one later known as Russell & Erwin. It was started first on its present site when Frederick T. Stanley, W. B. Stanley, Emanuel Russell, Truman Woodruff and Norman Woodruff formed a partnership for the manufacture of plate locks in 1835. Buying several acres of land including what is now a part of the present site and with a capital of \$18,000 they erected a brick building 82 ft. by 34 ft. in which they carried on a small business for 3 years or more. In 1838 W. B. Stanley, Emanuel Stanley and the Woodruffs withdrew. On January 1, 1839, Henry E. Russell and Cornelius B. Erwin were admitted as partners and the firm name changed to Stanley, Russell & Co. In the following January, Frederick T. Stanley withdrew from the firm with Smith Matteson taking his place. Another year saw the firm name changed to Matteson Russell & Co., with John K. Bowen being admitted as a partner. The partnership was drawn up in 1841 to continue in force for 5 years. In 1842 Mr. Matteson died and with the close of 1845 his capital was withdrawn, and that of Mr. Bowen a short time later.

In January, 1846, which marked the end of the partnership, the company was reorganized as "Russell & Erwin" with Henry B. Russell and Cornelius B. Erwin as the partners. Until 1851 this partnership retained the same title but with the addition in 1850 of the hardware business of North & Stanley, William H. Smith and several others, in New Britain and that of the Albany Argillo Works. With these new acquisitions the Russell & Erwin partnership was reorganized as a joint stock corporation known as the Russell & Erwin Manufacturing Co., in January 1851, employing \$125,000 capital.

Prosperity brought two capital increases in slightly over a decade, the first which brought it up to \$200,000 and the second which in 1864 raised it to \$500,000. Russell & Erwin was one of the first establishments in the country to make a specialty of builders' hardware.

Determined in 1875 to add to

their business a wood screw division, officials of the company authorized the construction of a large brick building on the north side of Myrtle Street. Ten years later the Russell & Erwin Manufacturing Company purchased a large wood screw factory in Dayton, Ohio. Both the Myrtle Street factory and the one in Dayton were operated by Russell & Erwin executives until in 1905 when they were taken over by the Corbin Screw Corporation which was the merger of the wood screw branch of P. & F. Corbin (to be discussed later in this article) with the Russell & Erwin wood screw factories.

Since it was no longer necessary to devote attention to the screw business, the company concentrated its efforts in the expansion and improvement of its builders' hardware lines. The variety of door locks made from wrought steel was increased. High grade unit locks and numerous other innovations were made which brought increasing popularity to "Russwin" (trademark of Russell & Erwin) hardware. In fact it became the pioneer in the wrought steel lock industry which has greatly added to its prestige and prosperity. Later on die-stamped ornamental designs in both wrought bronze and steel opened up a new field which created an ever increasing demand up until 1929 when the general need for all builders' hardware fell precipitously with the sharp decline of home and other construction activity.

Although catering to the medium priced goods market the Russell & Erwin Mfg. Co. has for many years specialized in cast brass and bronze in all schools of architectural design. This desire for the beautiful in other builders' hardware items soon brought about a demand for better and more graceful appearing locks, combined with greater security and durability.

A comparison of the catalogs of 1858 and 1925 affords a most interesting study in contrast. If judged by present day standards, the product of those early days, around 1859, consisted mainly of the cheapest grade of iron locks, pottery knobs and miscellaneous items in cast and wrought iron.

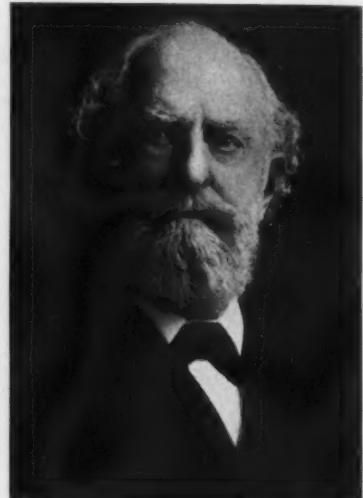
The present catalog lists and illustrates on hundreds of pages a bewildering array of ornamental designs in brass, bronze and wrought iron and finished in more than 70 different finishes including silver and gold.

From the time that Cornelius B. Erwin severed his connection with Erwin, Lewis & Co. in 1839, to form a partnership with Henry E. Russell the same year, until his death in 1885, he was president of the company. After the death of Mr. Erwin the presidency of the company fell to Mr. Russell who had been treasurer. Henry E. Russell, Jr., was made secretary and Mahlon J. Woodruff, treasurer. Though both Mr. Erwin and Mr. Henry E. Russell worked together in harmony from 1839 to 1885 to build up a business that ranks among the leaders of the builders' hardware industry, Mr. Erwin was far better known in New Britain than Mr. Russell, who up until Mr. Erwin's death had spent the greater portion of his time in New York.

Son of a shoemaker of Booneville, N. Y., Mr. Erwin had left his father's shop in 1832 at the age of 22 to seek his fortune in some more interesting line of work. A handkerchief carried \$5 in money and all his possessions when he left Booneville en-route to Hartford with a consignment of horses. Shortly afterward he entered the employ of Seth J. North and Henry Stanley. Being an independent and ambitious lad, working for others was not to his liking and he soon became a partner in the firm of William H. Belden & Co., hardware makers, and later in the firm of Erwin, Lewis & Co., preceding his partnership with Mr. Russell.

During the years which followed, Mr. Erwin became a very rich man and a director of many enterprises in the state. Nearly all of that wealth is said to have been left in New Britain in the form of a long list of benefactions which include the library building, the Old Ladies' Home, the Soldiers' Memorial, the Cemetery Chapel and many unknown private gifts. He had come to New Britain with little and left much that prompts the "Hardware City" to count him as one of its great benefactors.

When Russell and Erwin became an operating division of the American Hardware Corporation in 1902, Mr. George S. Laighton was president and Howard S.



PHILIP CORBIN  
Founder of P. & F. Corbin

Hart, vice-president. Shortly afterwards Benjamin S. Hawley, of the company's New York Office, became general manager and vice-president of the American Hardware Corporation, a position which he held until his death in 1927. Mr. Isaac Black, the present general manager, who was formerly connected with Kelley, How, Thomson, wholesale hardware dealers of Duluth, became associated with the company as sales manager in April, 1917. He succeeded Mr. Hawley and was made vice-president of the American Hardware Corporation at the company's annual meeting of 1928.

During the World War the company showed its versatility in management, man and machine power by changing over its production at least 90% to the manufacture of fuses and many other important munitions items. Just recently the company designed special hardware for use on the first streamlined train, the "Zephyr", and has received several additional orders for this new type of product. In short, the story of Russell & Erwin from

plate locks to streamlined hardware is one attuned to each of the nearly ten decades through which it has passed. Though its management has changed perhaps more frequently since 1885 than that of some of the other competitive companies, it has nevertheless from its inception until the present, steadfastly adhered to a policy of producing artistic hardware of the best quality in the current trends of the day, many times pioneering designs or finishes later used by the entire industry.

As early as 1841 a predecessor of Russell & Erwin, Matteson Russell & Co. had established a warehouse on John Street, New York to supply dealers direct. Previously manufacturers had been at the mercy of commission merchants who required them to carry large inventories which soon became obsolescent, thus making it next to impossible for a manufacturer to show progress, or even remain solvent. Russell & Erwin is believed to be the first company in the country, and the first in the hardware industry, to form their own direct dealer organization. Today branch offices are maintained in New York, Chicago, San Francisco and London, England, from which points and the home office the company's products are distributed to all countries of the world.



SASH PULLEYS, a humble and obscure item of builders' hardware upon whose operation hangs the temper of Mr. or Mrs. Window Closer.

### P. & F. Corbin

Although P. & F. Corbin had its active inception in 1849 when Philip Corbin, a young farmer of 25 who had previously learned to make locks, formed a co-partnership with Edward Doen to make small cast brass hardware, the real beginning of the company may be said to have started when a neighbor farmer boy fired Philip Corbin's ambition by telling him of the money to be made by working in the New Britain factories. Philip was the third Corbin in direct descent in a family which traced its ancestry back to Robert Corbin of Normandy. Another ancestor, Geoffrey Corbin, 1194, is mentioned in English history as is his descendant Walter Corbin, 1272. Other ancestors on both sides of the Atlantic had distinguished themselves in various business and political pursuits. So it was most natural that the lad Philip Corbin, 19, in whose veins flowed the blood of a strong and daring race and whose mind and body had received a generous inheritance from generations of forceful, energetic and mentally superior men, should seize upon an opportunity that would lift him above the humdrum life of a wood-chopper and farm laborer.

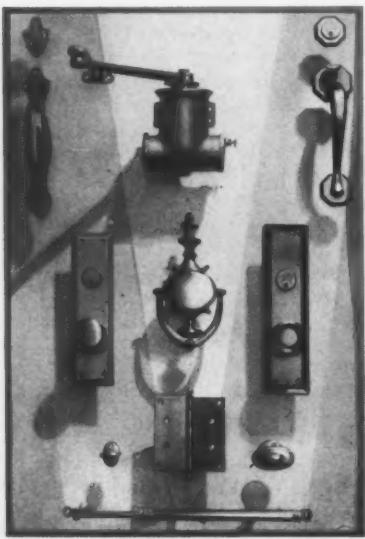
Born in Willington, Conn., Philip moved with his family to Farmington when he was 7 years old and after moving to West Hartford the following year, back to Ellington 6 years later for a year, the family finally settled permanently in the homestead located at Corbin's Corners, West Hartford, Conn. Philip was then an exceptionally strong lad of 15, able to do a man's work. For the next four years most of his time was spent in farm work, largely away from home, his wages being paid to his father as was the general custom for minors in those days. Besides his regular academic education he received the benefit of a term in West Hartford academy. He was well informed considering his advantages and at one time agreed to teach a school in New Britain, but the job went instead to a distant relative of the selectman, Noah Stanley, on the behest of one of his kinsman, Augustus Stanley. Instead Philip Corbin had a job chosen for him by his

father, to act as a so-called pace-maker in cutting 150 cords of wood with the aid of his brothers, Frank, Waldo and Hezekiah. Because of his outstanding strength and ambition, it developed that he cut most of the wood himself, cutting at the rate of two cords of two foot wood a day for the princely sum of 45 cents per cord. It was while he was engaged in fulfilling his father's wood chopping contract that a man named Rowley passed the house one day and advised him to find a job in a New Britian hardware factory where he would receive higher wages. It sounded good to Philip but not to his father who had already made arrangements for him to work for a farmer as leader of a gang of full grown men at a monthly wage of \$15. Philip was even more determined against pitting his strength against six or seven older men and finally wrung a reluctant consent from his father to try his hand at factory work.

Strange that he should start to work on March 18, 1844, in the shop of Matteson, Russell & Co. (afterwards Russell & Erwin) which later was to become his chief business rival and competitor. In those days, locks were made for each company by so-called lock contractors. He went to work for one named Charles Burt for \$14 per month out of which he paid his board, sending the remainder home to help support his family. In addition he did odd jobs outside of regular hours, one of which was sweeping out the entire factory once a week for 50 cents.

Soon afterwards, Philip's brothers followed his example by also finding work in hardware factories. Then came the summer when the boys were called back to the farm to do the harvesting. After working every daylight hour for two weeks the home harvesting was completed in half the normal time giving Philip the opportunity to work for other farmers for eight weeks at \$1.50 a day, all of which went to his father. Because he had contributed just as much money to the family exchequer by his unusual diligence as if he had been on the farm full time there was no serious objection when he again took up his work that fall in New

Britain; this time with Henry Andrews who had a contract to make locks for North & Stanley. Although his knowledge of lock making was slight, he did receive



BUILDERS' hardware items of beauty and utility. Top center is Door Check, closer of doors in commercial buildings and homes. Door Handles and Escutcheons add something of beauty to the mechanical functions of operating a lock. Door Knocker, an attractive descendant of the Colonial Period. Butts and Casement Adjustors are chiefly utility items.

\$19 a month or \$5 more than during his first shop employment and his ambition was stirred to become proficient in the art of making locks so that he could himself become a contractor. Noting that one of North & Stanley's lock contractors by the name of Bucknell was in the habit of working in the evening, getting everything in readiness for his men in the morning, Philip Corbin often spent his evenings helping the old gentleman. He was soon offered money for his valuable work but he declined, saying that if he could learn to make locks he would feel well repaid for his efforts. Seeing this show of spirit, Mr. Bucknell took pains to teach young Philip all that he knew about lock making. Within 60 days he could not only make a good lock but through association with Mr. Bucknell he had, all

unconsciously, absorbed a knowledge of the management of the workmen necessary to produce the best results. When the next season for letting new contracts came around Mr. Bucknell urged Philip to put in a bid for a contract but young Corbin felt that North & Stanley would not consider giving a contract to a "green country boy" whose skill in lock making was unknown to them. Said Mr. Bucknell, determined to see his protégé get started as a contractor, "Put in your bid, and when they come to you just refer them to me."

So it came about that Philip placed a bid to make plate locks—those set into wooden cases or backs cut out to receive them. On the morning the contracts were opened, Mr. Henry Stanley approached Philip, whom he had known only at the bench doing work requiring little skill. Said he, "Young man, what do you know about lock making?" "Ask Mr. Bucknell," replied Philip. So satisfactory was Mr. Bucknell's report of his ability that he was awarded the contract, and thus became at twenty an employer of labor, the youngest ever known to receive such a contract. The work was done so well that the contract was awarded him the second year without the slightest question being raised. Philip's brother, Frank, 17, then came to New Britain and was received into partnership on the second contract, continuing the arrangement under contracts with North & Stanley until May 8, 1849. For some time he had been growing more and more dissatisfied over the apparent lack of progressiveness of North & Stanley. A firm rebuff for vigorously pressing for the purchase of an improved key machine clinched Philip's determination to plan for a change which would give him greater freedom to follow out his own ideas.

His first step toward this new freedom was to marry Francina T. Whiting in June, 1848. Like Philip she had been reared on a farm and had had a thorough domestic training. His next step was to talk over the matter of finding new employment which resulted in counciling with Edward Doen, a brass founder,

skilled in all branches of his trade. The talk resulted in the formation of a co-partnership called Doen, Corbin & Co. in which each of the Corbins and Mr. Doen invested \$300 each. With this small capital, land was procured in the eastern part of the town from Samuel Kelsey (grandfather of Mrs. Philip Corbin) and a contract made with Mr. Henry Whiting for a two story frame building with stone foundation, and with a cellar under the entire building. The price of the building was about \$600, including the land. The foundation was erected in the fall and the building in the spring of 1849. A horse-power mill and a big black horse furnished the power to turn the machinery which consisted of a grindstone, an emery wheel and two lathes. Two casting furnaces were built in a lean to at the rear of the shop. When the three partners opened up shop for the first time they could call it all theirs, with pride, but their peace of mind must have been marred to know that less than \$200 of capital remained with which to buy metal and carry on the business.

Under the circumstances it was necessary to produce something which could be turned into cash almost immediately. The partners puzzled and brought out a new and improved ox ball (a tip to protect the horns of oxen for which there existed a considerable demand). Their first 4th of July in business was celebrated by making shipment of the first order of these balls to a hardware merchant from Ohio who had previously seen one of their new designs while on a visit to Farmington. If the financial condition of the co partnership, which was to become eventually a leading producer of builders' hardware 50 years later, might be called precarious, the state of Philip Corbin's family reserve was even worse. It consisted of \$18 which Mr. Corbin placed in a drawer on the top of the bureau and told his wife it was all the money he had. He bargained with her to see how long the money could be made to last because he desired to refrain from taking any money from the business if it could be avoided. That the last of the money was not spent until 20

months later seems today almost as incredible as some of the modern stories told by "Believe It or Not" Ripley. The secret was in good planning, more than \$100 earned by Mrs. Corbin for packing goods in the shop, two paying boarders, a garden, a cow, chickens and a pig. They were working for the future and apparently enjoying the present with the companionship of each other and their friends.

After four months of hard work by all three partners, Mr. Doen became convinced that they could not progress in their venture without the aid of a Baxter portable steam engine to replace the horse-power treadmill. But the Corbin brothers were unwilling to load the small struggling business with a debt of \$600, with the result that Mr. Doen sold his interest to Henry W. Whiting, Philip's father-in-law and the firm name became Whiting Corbin & Co. Mr. Whiting was the first traveling salesman for the concern having made several trips before buying Mr. Doen's interest. In the fall of 1851 Mr. Whiting sold his interest to brothers Corbin because he thought that items were being added to the line too rapidly for the good of the business. Thus two partners were lost for diametrically opposite reasons—too little progress and too much progress. So on January 1, 1852, the partnership became P. & F. Corbin, the first application of the present name.

At the outset of the business, Philip Corbin decided against trying to make items which would be in direct competition with imported hardware, then favored by dealers and consumers. After developing the ox ball market, other lines mostly of a non-competitive nature were added. Later when it seemed advisable to produce items of a competitive nature, either the Corbins brought out an improved design or found a way to make it so that it would undersell the foreign product.

Afterwards they combined the formula which was used successfully for the first time in the introduction of their highly successful No. 2 item—lifting handles with bails or drop handles. Through designing improved jigs and tools to hold unfinished goods

in process, Philip Corbin was able to reduce cost to a point where he could undersell his foreign competitors and at the same time make a handsome profit. In rapid succession flush bolts, lamp hooks, buttons on plates, turn and trunk buttons, cupboard hooks, coat and hat hooks, trunk catches, window springs, thread escutcheons, paste jammers, stair rod eyes, shutter screws and table fasteners were added to the line, all appearing in the catalog of 1852.

Between 1852 and 1854 George S. Corbin, youngest of the brothers, Waldo Corbin and Hezekiah the oldest of the brothers joined the business. By 1854 the business had grown to such proportions that it became imperative to enlarge the capital. Since the Corbins had been for some time using additional factory space in the North & Stanley plant and executives of that company had had opportunity to observe at close hand how the business was operated, it was decided to invite the financial co-operation of the older hardware concern. And so it came about that seven men, Philip, Frank, Waldo and William Corbin and Frederick H. North, Oliver Stanley and John B. Talcott met in the small packing room of P. & F. Corbin on February 14, 1854, and drew up the "Articles of Association" which provided for the formation of a stock company with \$50 thousand capital divided into 2,000 shares of \$25 each. The three newcomers were sold 720 of the 2,000 shares, thus leaving the Corbins still in control. A week after the articles were drawn up F. H. North was elected president, Philip Corbin, secretary and Frank Corbin, treasurer. From the date of incorporation the concern experienced a very rapid growth, first taking additional space in the North & Stanley plant but later building new factory buildings which were at one time needed so rapidly that a crew of men was kept continuously for a few years erecting new plants.

Price and costs were bones of contention in the early 1850's as well as to-day under NRA, but the executives of earlier days seemed to have a keener sense of humor which was used to good

advantage in the jockeying process. An illustration of how an early price agreement was reached (at least the story indicates that an agreement was reached) was related in the "History of the House of Corbin, written to commemorate the first fifty years of the company's progress. It happened around 1854 that P. & F. Corbin was selling wrought brass butts a little under the price of the Scovill Mfg. Co. of Waterbury, which was first to produce them in this country. J. M. L. Scovill, the founder as well as the manager of Scovill, had sent his representative, a Mr. Partree, several times to call upon Mr. Corbin to remonstrate with him for the prices quoted for these items. Finally, after meeting with no success on several previous calls, he delivered an ultimatum to Philip Corbin to the effect that if P. & F. Corbin did not advance the price of butts, the price would be put down by Scovill to where the Corbin factory could not make them.

"Go back to Mr. Scovill," replied Mr. Corbin, "and tell him that when I was a boy and hunted muskrats I never shot a muskrat while it was under water, but when his head appeared I fired—and got him. Now, if Mr. Scovill wants to play a muskrat game he can but every time his head



WILLIAM S. HART, considered as the chief builder of the Stanley Works.

shows above water I'll bring him down", and with this message Mr. Partree was dismissed.

A few days later Mr. Scovill appeared and asked for an interview with one of the Corbin managers. When Philip and Frank appeared he greeted them with the pointed question, "Which is the fellow who hunts muskrats?" Their meeting ended with a most friendly feeling on both sides.

Terms of purchase prior to the Civil War were much more lenient on the purchaser than those in existence today as evidenced by the notice in the front of the 1856 catalog which appeared as follows: TERMS. Your Note of Six Months. N. B.—All accounts less than \$100. must be closed 1st July and 1st January, by cash, less discount for unexpired time at the rate of ten per cent per annum. Similar notices appeared in subsequent catalogs until after the Civil War when the terms were changed to thirty days net cash, payable in funds at par in New York or Boston.

In 1868, locks and knobs were added to the ever-increasing assortment of Corbin products. Likewise this year marked a definite attempt to place upon the market for the first time a complete line of builders' hardware. From this time on P. & F. Corbin centered its efforts on the manufacture of a more and more diversified line of builders' hardware and locks while discontinuing many non profit items which were fast becoming obsolete in a country awakening to greater beauty in architectural design. As near as humanly possible, new Corbin items introduced were either abreast or ahead of the trend in builders' hardware design.

In 1879, or the latter part of one of the greatest decades of building expansion in Corbin history, the manufacture of cabinet locks was started and the capital increased to \$500,000 and a new charter drawn up which was more suitable to the enlarged scope of the business. By 1882, the cabinet lock business had grown to such proportions that it was sold out to a new corporation—The Corbin Cabinet Lock Company—organized to develop to the utmost this particular line of business

which was impossible as a department of P. & F. Corbin's builders' hardware business. The new corporation, always friendly and at the start directed by men in command at P. & F. Corbin, occupied space in a new factory built for it by the parent company. The company which became affiliated with the American Hardware group in 1905, still occupies the same quarters with new additions, as it did at the beginning of its corporate existence. Further de-

but the period was in the main one of feverish activity in which the majority of the sons of Philip Corbin, the farmer of Willington and West Hartford, played prominent roles in one branch or another of the business. The Corbin imprint has been perpetuated by able men who were thoroughly grounded in P. & F. Corbin policy through close association, especially with Philip Corbin, for many years prior to assuming managerial duties. Since Philip's death the company's destiny has been guided by Charles H. Parsons and later by his son, Charles B. Parsons, who is now the managing head of the company. With these three were numerous other executives with overlapping service whose names and records well deserve mention if it were not for the lack of space. All of this has made possible a continuously uniform policy in Corbin affairs for the more than 80 years of the company's existence.

Since 1854, the company's products have been distributed through dealers, sold direct by company salesmen operating either out of the branch offices at New York, Philadelphia and Chicago, or from the home office at New Britain. Export business of the company was first handled through the New York branch but is now in charge of an export manager located at the home office.



JOSEPH BRADFORD SARGENT,  
one of the founders of Sargent &  
Company.

tails as to its particular history must necessarily be deferred for treatment in a possible story on general or miscellaneous hardware, as space in this article is limited to the narrative of companies specializing on builders' hardware.

From the time of organization of the Corbin Cabinet Lock Company, P. & F. Corbin catalogs became reflections of the Period Schools of architectural design which have held sway up to the present time, the last addition being various forms of MODERN HARDWARE, featuring straight lines and flat surfaces. From ox bolts to modern hardware and "unit" locks (invention of former Mayor of Seattle, Washington, Hon. Byron Phelps, who sold control to P. & F. Corbin in 1898) is a wide gap in design and time,

### American Hardware Corporation

Today, the two companies—Russell & Erwin Mfg. Company and P. & F. Corbin, whose histories have been briefly related, do not exist as corporate entities but instead are divisions of the American Hardware Corporation which was organized originally on March 13, 1902, as a holding company owning every share of stock and controlling the management of the two companies. (Capital stock \$12,500,000 divided into 500,000 shares of \$25 each.) This combine came about as the climax of a growing realization that two large plants located in the same city, making goods of the same general character and moving to market through the

same type of trade outlets, would gain greater economic advantages by combining forces. At first each division had its own officials and operated independently but in 1911 the American Hardware Corporation became an operating company, with one governing group of officers, each division being in charge of a vice-president who acted as general manager. However, in its inner organization, each division is independent of the others, its activities being controlled by the general manager, under the direction of the general officials.

The first president of the corporation was Philip Corbin, who had on several previous occasions, flatly refused to have anything to do with offers to combine his company with Russell and Erwin. His election as first president was an indication of the high esteem in which he was held as a business manager by his former competitors. The second president was Henry C. M. Thompson and the present president is George T. Kimball, who succeeded Mr. Thompson upon his resignation on December 17, 1924.

In 1903, the screw divisions of P. & F. Corbin and Russell & Erwin companies were merged to form the Corbin Screw Corporation, another unit of American Hardware Corporation. Later in 1905 the Corbin Cabinet Lock Company came into the corporation, thus making the American Hardware Corporation the largest manufacturer of builders' hardware in the world.

Mr. Kimball, a trained accountant and member of the Illinois Bar, is a native of Illinois, having graduated from the law department of Lake Forest University. Coming to New Britain in 1913 in connection with a special audit of the American Hardware Corporation, he became almost immediately interested in the possibilities of the hardware business and within a few months severed his legal and accounting connections to become special assistant auditor of the company. His advancement in the company was rapid, as his work was expanded and new obligations assumed. On December 9, 1913, he was made auditor; in 1914, assistant secretary; in 1915, secretary; in 1921,

first vice-president; and in 1924, because of the long illness of president H. C. M. Thompson, which placed upon Mr. Kimball's shoulders most of the executive work connected with the president's position, it was most natural that he should be chosen

and Joseph C. Andrews, assistant secretary and purchasing agent.

### The Stanley Works

The third of the New Britain concerns making builders' hardware items is The Stanley Works and in point of time was the second of the large New Britain companies now producing hardware to start production. Its meager beginnings were seen in the form of a small building on Lake Street, where Frederick T. Stanley, who aided in the establishment of the Russell & Erwin Company several years previous, started to make door bolts in 1845. He occupied all of the key positions — production manager, sales manager, installation man and general manager. Like many other pioneer manufacturers, he made up a stock of bolts, hitched up the old gray mare and hied away to sell them to farmers, even himself installing them on doors. When the bolts were all sold he repeated the process. Nine years of success in a small way was the experience which had been noted not only by Mr. Stanley but also by his neighbors. They became interested to the amount of \$30,000 in 1852, when the business was first incorporated as The Stanley Works.

To the original line of bolts was added butts and hinges immediately after the organization of the corporation. One day, two years later, there came to work a lad, 19,—William H. Hart—who was destined to become the leading builder of the Stanley Works. Within a short time the young man became secretary-treasurer of the company in a period of unusually keen competition in the butt and hinge business. (Shades of the muskrat story in P. & F. Corbin section.) Chief competition was Roy & Company at Troy, New York, having the advantage of \$400,000 in capital and a plant opposite the Burden Iron Works which supplied both companies with raw material. It was little short of miraculous that the struggling young New Britain concern should have withstood the overwhelming competitive odds and the financial panic of '57 to recover and make progress with the aid of Civil War business.



HENRY R. TOWNE, co-founder with Linus Yale, Jr., of the Yale & Towne Manufacturing Co. in 1868.



LINUS YALE, JR.

president to succeed Mr. Thompson.

Besides Mr. Kimball, other officers of the American Hardware Corporation are: Charles B. Parsons, first vice president and general manager of the P. & F. Corbin Division; I. Black, vice president and general manager of the Russell & Erwin Manufacturing Company Division; Carlisle H. Baldwin, vice president and general manager of the Corbin Cabinet Lock Company Division; George P. Spear, vice president and general manager of the Corbin Screw Corporation Division; J. D. Russell, treasurer; William H. Booth, assistant treasurer; George Hildebrandt, secretary;

Without question it was Mr. Hart's faith and will to keep on with sleepless nights, personal collection of accounts and borrowing each month from merchants and laymen to meet the monthly payroll, that held the business together during the trying period from 1857 to 1862. Money was so scarce during the first six years after Mr. Hart became secretary-treasurer, that he had no office help except the office boy, L. H. Pease, who afterward became treasurer. Rather than ask the company for a desk he parted with \$22 of his own money and bought one.

Fortune has smiled on The Stanley Works for the greater portion of its existence, and the lion's share of its success has been due primarily to the intense interest, vision and all-around ability of a few men charged with its management. By all odds William H. Hart was Stanley's man of destiny in its formative years, and a bulwark of strength during his later and less active period of service totaling 63 years, 32 of which he was president (1884-1916). Keen, alert to all details of all branches of his business, knowing and working personally with his men as a family,—these were the attributes that coupled with his prodigious labor carried the company over the rough spots and brought rapid progress in more favorable economic periods. He was not only an idealist and optimist but a practical man, who on one most important occasion, in 1871, experimented personally with English steel and then with the aid of a second-hand copper rolling mill which he had purchased in Boston and had set up in Forestville. The experiments were successful, giving The Stanley Works a distinct advantage over its competitors in the production of uniform gauge steel butts of excellent finish at a lower cost than competitors could produce the crude iron butts, previously made. For six years the method was kept a secret from competitors which gave the company a great advantage. Other broad-visioned thoughts enacted through Mr. Hart's initiative were: the purchase of the present company site and the construction of what is today Plant

No. 1 of The Stanley Works, against great opposition when none but Mr. Hart dared to think of ever occupying so large a building, using so much land; the establishment of an electro-plating department by Herman Fleischer, in 1869, after which the sale of Stanley plated steel butts greatly increased. In all, Mr. William H. Hart had 20 patents to his credit during his lifetime of service to the Stanley Works.

A program of expansion featured the '70's, dotting the newly acquired land on Myrtle Street with several new buildings. During the '80's several new products were added to the line, notably tacks, brads and nails which came first from production departments in 1883. Other new products included in the early '90's were shelf brackets, thumb latches, chest handles, corner irons, screen door and window hardware, cabinet hardware and washers.

At this juncture (early '90's) of development two other men, destined to make the Stanley Works a national institution, entered the company. One was George P. Hart, son of William H. Hart, who became the master salesman responsible for pushing Stanley sales frontiers westward beyond the jobbing centers of the East finally to west coast and then throughout the world. As he sold he organized, setting up within a few years efficiently operated sales offices in New York, Chicago and several other domestic and foreign metropolitan centers. A number of men have credited to George P. Hart the ideas and inspiration that William Hart used to such good effect.

The other young man was E. Allen Moore, the mechanical genius, who conceived economical methods of overhead handling of the plant's products—the use of the magnet and crane to move waste metal and many other operating economies. C. F. Bennett, the present president, who started to work as a shipping clerk has likewise been responsible for numerous innovations and economies in production methods.

Many other men included in the present large staff of executives have each made special contributions to the growth of The Stan-

ley Works, now an international institution, but space will not permit a tabulation of their special performances. Likewise, of interest, is the fact that the corporation which normally employs over 6000 persons and \$15 millions of capital, held by around 4000 stockholders, is largely owned and entirely controlled by Connecticut capital. It is one also that seeks and finds its executives among the ranks of its employees which has resulted in the upbuilding and maintenance of an excellent spirit of cooperation. Faith in the company's fair dealing and earning power is amply evidenced in the large number of workers in every department who have taken advantage of the company's annual offer of stock to its employes on an easy payment basis.

We have noted the mighty influence of a few key men and the only practical type of industrial democracy—that built upon reward for merit—which they created. Let us look to their handiwork in the spread of physical equipment which has made possible the internationalizing of the Stanley name and trade-mark.

First on the expansion program outside of the New Britain area which included the cold rolling equipment in Forestville and the new cold rolling mill built in New Britain in 1897, was the acquisition in 1898 of the Bridgewater Iron Co., Bridgewater, Mass., which was converted into a hot rolling mill and further developed to meet the needs of the steel business. Later a foundry and construction development was added which enabled the company to build all of its own heavy machinery. To assure The Stanley Works a profitable stake in the rapidly increasing market of the middle west, large fireproof mills were erected, in 1912, along the Mahoning River, near Niles, Ohio, where many of the company's heaviest products are now produced. In 1914, control of the Canada Steel Goods Co. was acquired at Hamilton, Ontario, which today, after several additions and consolidations is known as The Stanley Works of Canada. Since 1916, cold rolled steel has been produced and sold in Canada by a new corporation, the Stanley

(Continued on page 24)

## NEWS FORUM

**Heavy Relief Spending.** The PWA has just recently made public that \$21,627,476 was spent in Connecticut up to July 21 to provide work for unemployed. According to Senator Lonergan, \$13,729,642 was spent on federal projects, the remainder being spent on non-federal work programs. Of the non-federal projects, 97 totaling \$3,198,500 were allotted in the form of grants while \$3,000,215 consisted of loans made with grants being issued in conjunction with grants totaling \$1,428,884.

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**United Has New Set-Up.** Meeting on August 31, directors of The United Aircraft and Transport Corporation voted dissolution of that company apportioning assets aggregating approximately \$15,700,000 to the newly created United Aircraft Corporation; \$10,700,000 to the United Air Lines Transport Corporation; and \$4,300,000 to the Boeing Airplane Company. The United Aircraft Corporation now includes the Pratt & Whitney Aircraft, Chance Vought, Hamilton Standard Propeller and Sikorsky Aviation Corporation, all being located in East Hartford with exception of Sikorsky. General offices of the corporation have been moved to East Hartford as well as the company's export subsidiary, United Aircraft Export, Inc., which was formerly located in New York.

★ ★ \*

**Trade Commission Inquiry.** Three Connecticut firms, the Styler Craft Leather Goods Company and Beacon Leather Goods, Inc., both of Bridgeport, and the Nu Mode Bag Company, of South Norwalk, were recently charged by the Federal Trade Commission with being parties to a conspiracy to fix prices of women's handbags and were given until September 28 to answer the complaint brought by forty members of the National Association of Ladies' Handbag Manufacturers. The Commission declared that the alleged action of these companies was in violation of the Federal Trade Commission Act and is likewise alleged to be in restraint of interstate commerce and constitutes unfair methods of competition.

The Styler Craft Leather Goods Company was the first and only Connecticut company reported to have received an industrial loan through the RFC in 1933.

**Silent Glow Appoints Hartford Distributor.** The Silent Glow Oil Burner Corporation, of Hartford, recently appointed the Super Oil Heater Sales Company, of 613 Connecticut Boulevard, as distributors for the Silent Glow Oil Burner in the metropolitan Hartford district. The Super Oil Heater Sales Company will continue its agency for Super Burners and Stewart Warner Electric Refrigerators as it has in the past. Mr. R. M. Sherman is president of the Silent Glow Oil Burner Corporation and Mr. Harry Roberts is president of the Super Oil Heater Sales Company.

★ ★ \*

**Hartford Executive Injured.** Frederick C. Billings, president of the Billings and Spencer Company of Hartford, was recently injured in an automobile accident on the New London-Hartford turnpike and was confined for more than a week in the Lawrence and Memorial associated hospitals in New London where he underwent treatment for an injured back.

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**Rubber Goods Order Aids Work in Naugatuck.** A CCC contract for overshoes amounting to \$114,721, together with a number of other larger orders which were received by the United States Rubber Company plant in Naugatuck are understood to be sufficient to keep the boot room running on full schedule for several months, thus avoiding an expected lay-off and shortened working week, as well as a possible shut-down. According to officials, the orders will not entail the hiring of any new help, all workers being obtained from the ranks of the company's experienced help who were previously laid off.

★ ★ \*

**Death of George W. Christoph.** George W. Christoph, Sr., 70, of Warehouse Point, founder and president of the Sterling Blower Company and the Hartford Blower Company, died late Monday night, August 20, at the Hartford Hospital after a long illness.

Born in Reading, Pa., in 1863, son of Joseph and Amelia (Siebert) Christoph, he came to Hartford at the age of 30 when he established the Sterling Blower Company of which he was president at the

### HADFIELD, ROTHWELL, SOULE & COATES Certified Public Accountants

HARTFORD-CONNECTICUT  
TRUST BUILDING  
HARTFORD, CONNECTICUT

THE FIRST-STAMFORD NATIONAL  
BANK & TRUST CO. BUILDING  
STAMFORD, CONNECTICUT

time of his death. For more than two score years this company has manufactured systems for removing dust, shavings and other waste from various kinds of machinery.

Mr. Christoph, a republican, was active in politics having served as both state representative from East Windsor and senator from the Seventh Senatorial District. He was a member of the Masons, Odd Fellows and Elks.

Besides his wife, Mrs. Katherine Lee Christoph, he leaves two sons, George W. Christoph, Jr., who was associated with him in business, and Joseph Christoph, district manager for the Standard Oil Company at Hartford; two grandchildren, three sisters and several nieces and nephews.

\* \* \*

**Electric Boat Gets Contract.** Three submarines of about 1500 tons each were recently ordered from the Electric Boat Company, Groton, Conn., for the Navy Department which, at the same time, distributed contracts for a total of 24 war vessels to private and government owned shipyards.

\* \* \*

**Pay Increase.** The Rogers Paper Mfg. Company of Manchester, Conn., recently announced an increase of 10% in the wages of 125 employes, which is the second granted by the company during the last six months.

\* \* \*

**Court Permits Reorganization of Gilbert Clock.** Judge Carroll C. Hincks signed a decree permitting the termination of the receivership of the William L. Gilbert Clock Company of Winsted and authorizing its reorganization after a hearing held in the federal court at New Haven, September 11. The plan, it is understood, contemplates the securing of a loan of \$125,000 from the Reconstruction Finance Corporation, which together with \$50,000 raised by the sale of debentures, will be sufficient to satisfy creditors. According to the company's counsel, Parmelee and Thompson of New Haven, it is expected that the larger creditors will receive 75 cents on the dollar while those having claims of \$500 or less may be paid in full.

\* \* \*

**Bristol's Metameter System.** The Bristol Company of Waterbury, Conn., now has available a novel long distance transmitter and recorder operating on the well known chrono-flo system. Adapted to

Bristol's Metameter, this system consists of a transmitter, a recording receiver, a relay and rectifier box at the receiver, and a two wire line connecting the transmitter and receiver, thus permitting the transmission of records of temperature, pressure, liquid level or motion for distances of 250 miles or more with the greatest accuracy and freedom from circuit disturbances. The system requires



BRISTOL'S New Metameter Recorder

a source of alternating current at both receiver and transmitter, but they need not be synchronized, nor of the same frequency. The recording receiver uses a 12 inch chart and is housed in the new moisture proof rectangular Model 40M case.

\* \* \*

**Half a Century at the Sign of the Stone Book.** Frederick W. Johnson began work for The Case, Lockwood & Brainard Company on October 6, 1884, as an apprentice in the Job Composing Room. In 1901 he was made foreman of the department, which position he still fills.

Mr. Johnson is glad that he chose to learn a trade in the good old-fashioned way and believes with Franklin that "He that hath a trade hath an estate."



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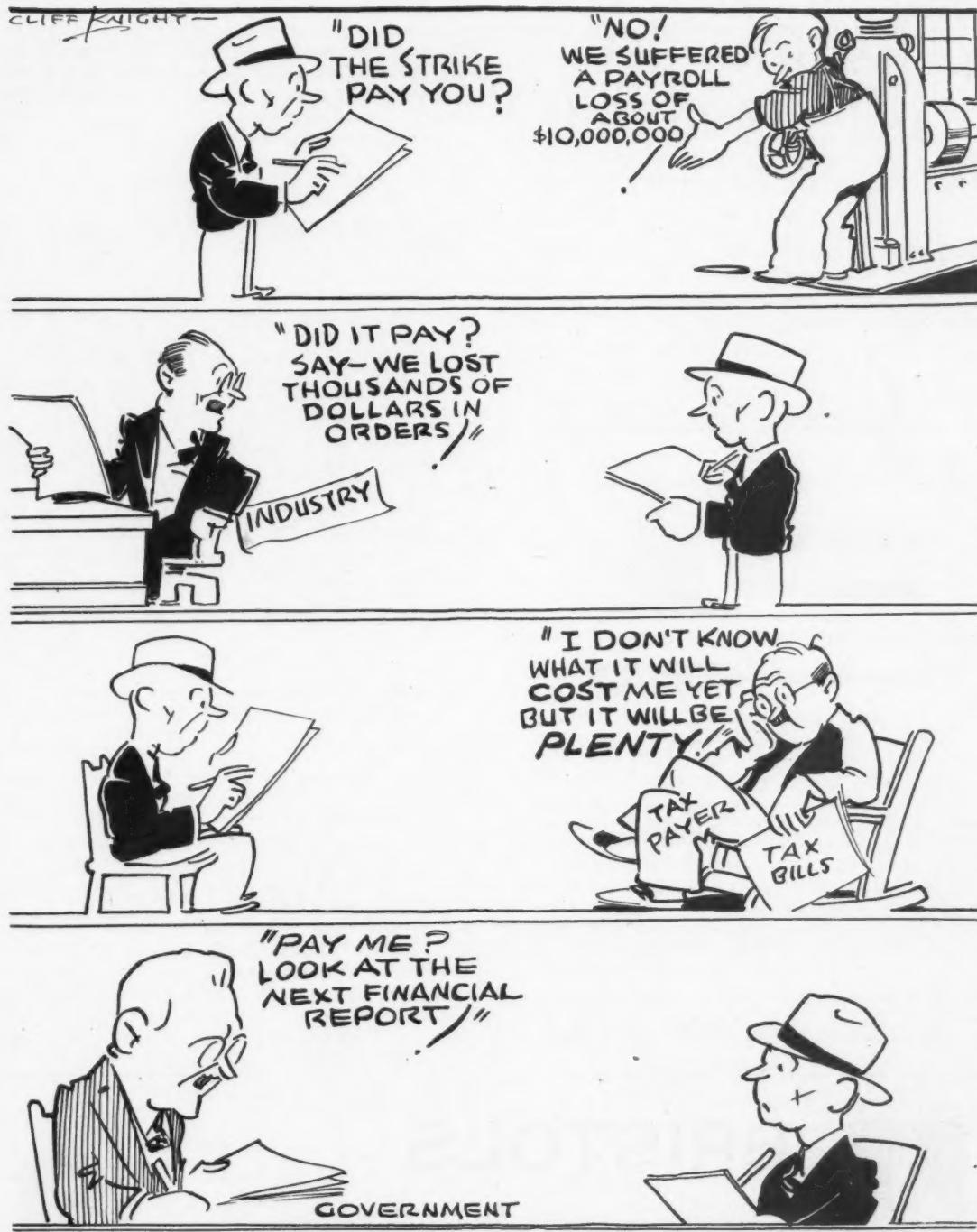
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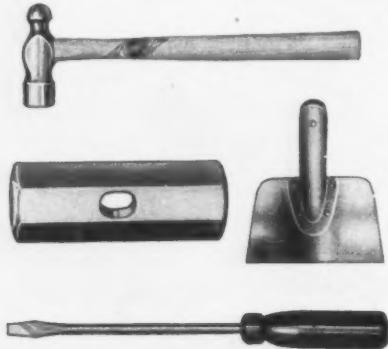


He also feels sure that the journeyman who earned the princely wage of \$16.00 a week for 60 hours work in 1884 was far happier, more contented and actually better off than the average man who today receives twice and three times that amount for two-thirds the time expended. Said he, "Times have changed but not all changes are improvements."

Not to steal any glory from Mr. Johnson's fine record, it is interesting to note that there are four people still employed who have worked for this firm more than fifty years, one of whom was foreman in 1884 and trained Mr. Johnson to take his place.

\* \* \*

**Stanley Non-Sparking Tools.** The Stanley Rule & Level Plant of The Stanley Works of New Britain, has recently announced a new line of non-sparking tools made of wrought Beryllium copper.



STANLEY Beryllium Copper  
Non-Sparking Tools

Being non-magnetic and therefore non-sparking, and by actual test almost as durable as similar tools of steel, they are particularly adaptable for use in lacquering plants, by producers and processors of cellulose nitrate, oil companies, public utilities and all other industries confronted with explosion and fire hazards in their production and maintenance work. Although so-called non-sparking tools have long been available, this new line is believed to represent the first one in which absolute safety has been achieved without any sacrifice

of the work value of the tools. The line includes hammers, chisels, screw-drivers, railroad picks, clay picks, pry bars, sledge hammers, deck scrapers, floor scrapers, spatulas and hand scrapers.

\* \* \*

**Winsted Company Dissolves.** The Winsted Insulated Wire Company, Inc., we have just recently been informed, was dissolved about May 15, with the plant now being known as the Winsted Division of the Hudson Wire Company of Albany, New York.

\* \* \*

**Accident Prevention.** The American Mutual Liability Insurance Company has recently distributed to its policy holders an excellent mixture of fun and common sense in the form of an educational folder on accidents entitled, "Eddie Cantor Interrupts a Broadcast". A few of his "interruptions" are: 1. "Well, it wasn't the pole's fault, because I know that a telegraph pole never hits a motor car except in self-defense"; 2. "You have no idea how reckless people have become. I once saw two cars hit into each other because they aimed for the same pedestrian. And I've seen a motorist race with a train in order to pass the train at a crossing. It would have been a fine thing if he beat the train, or the train beat him, but unfortunately it was a tie". The booklet is easily the spiciest eye gymnastic on accident prevention we have yet seen. The American Mutual will be pleased to send you a copy. (See address on inside back cover of this issue.)

\* \* \*

**To Defend Constitution.** A new crusade "to preserve, protect and defend" the Constitution of the United States and to oppose any drift or drive toward Fascism, Communism or Socialism, to fight for sound national credit and resist any "so-called planned economy which involves complete control of industry by government and regimentation of the American people," was officially launched on September 17, Constitution Day, when papers of incorporation were filed at the office of the Secretary of State by the Crusaders of Connecticut, Inc. Although the new organization has no connection with the one which fought for the repeal of the Prohibition Amendment, it was incorporated by the same men; namely, George S. Stevenson and Earl W. Goodell of Hartford and Rowe B. Metcalfe and Edward L. Tracey of Greenwich. Spon-



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sors of the organization say that it was formed as the result of a growing conviction on the part of many citizens that something must be done to oppose the destructive forces which are undermining the foundations of our Constitutional form of government. A membership campaign similar to others being carried on in other parts of the country has been started in Connecticut, according to leaders, who are urging all citizens in sympathy with the purpose of the organization to become members. The purpose of the Crusaders are contained in the pamphlet issued by the Crusaders, Inc., with headquarters in Pershing Square Building, 100 East 42nd Street, New York. It is understood that all candidates for public office will be asked to state their views on the principles for which the Crusaders stand with the results being broadcast to the electors.

\* \* \*

**New Metropolitan Study on Salary Standardization.** The Policyholders Service Bureau of the Metropolitan Life Insurance Company, 1 Madison Avenue, New York, has recently prepared an interesting and informative brochure on "Salary Standardization and Administration." Results of the studies of the Bureau are catalogued under headings as follows: (1) Objectives of Salary Standardization; (2) Fixing Responsibility; (3) Extent of Standardization; (4) Job Analysis; (5) Job Evaluation and Grading; (6) Establishment of a Salary Schedule; (7) Subsequent Adjustments for Job Grades or Salary Limits; (8) Adjustment of Individual Salaries to the Schedule; (9) Effect of the Salary Schedule on Hiring Rates; and (10) The Salary Schedule and Current Salary Adjustments. It is well worth reading and is obtainable free of charge by writing the Policyholders Service Bureau.

## WATCH

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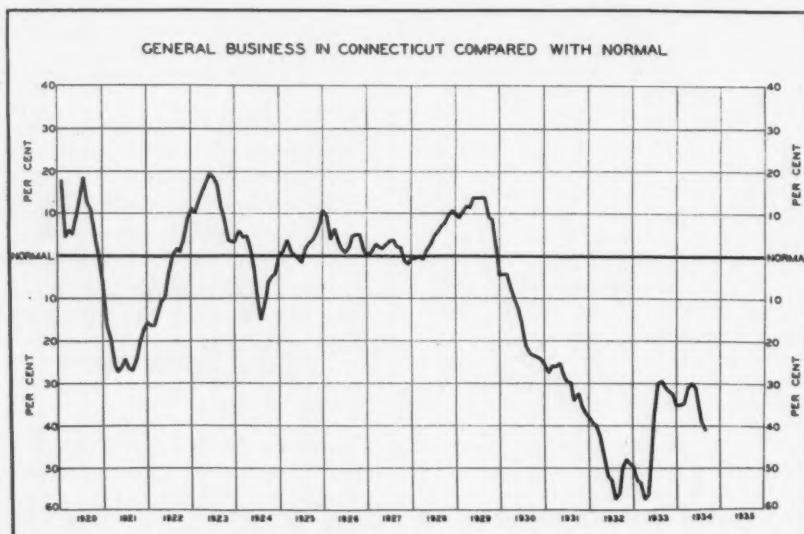
# BUSINESS PATTERN

**General Summary.** The level of general business activity in Connecticut declined 1.5 points in August compared with approximately five points in July and four in June and was 41% below the estimated normal. The monthly changes in the component series of the business curve were highly irregular. The number of man hours worked in five cities increased more than seasonally expected and cotton mill activity was also moderately higher than in July. Factory employment in the cities represented in the general business curve remained at the July level but employment in 738 manufacturing establishments in Connecticut, according to a report of the U. S. Bureau of Labor Statistics,

mobile production was fairly well maintained and steel mill activity started to move upward in the second week of September.

According to the index of the U. S. Bureau of Labor Statistics, wholesale prices on September 8 were 3% higher than four weeks earlier due entirely to large advances in the prices of farm products and foods, which rose 10% and 7%, respectively, due mainly to considerably higher prices for hogs and cattle. The index of prices for all other commodities showed no change during the four-week period.

The cost of living index of the National Industrial Conference Board rose again in August. Com-



increased 2% and factory payrolls almost 3% over the preceding month. On the other hand, freight car-loadings originating in 14 Connecticut cities, metal tonnage carried by the New Haven Road and bank debits to individual accounts were all decidedly lower. Data available for the first week of September indicated that business activity, apart from a partial shut-down in the textile industries, was experiencing the usual seasonal increases.

In the United States, general business activity fell off about two points in August. Raw cotton consumption advanced due to the expiration of the curtailment program on August 27 and in anticipation of the textile strike which began on September 4. Electric power production and silk consumption were slightly reduced, while freight car-loadings and the production of steel, pig-iron and automobiles were sharply lower than in July. The calling of the general textile strike in September was the chief cause of the substantial decline in the weekly index of the New York Times. Auto-

pared with a year earlier, the retail price of clothing in the United States moved up 10%; foods increased 5% in price, rent 3.5%, fuel and light 3% and miscellaneous items 0.5%. In Connecticut, food prices advanced rapidly during August and at the end of the month were 6% higher than a year earlier.

★ ★ ★

**Finance.** The number of business failures in Connecticut during the four weeks ended September 8 declined 30% and the net liabilities of failures, 28%, compared with the corresponding period last year. The number of new corporations formed was also 30% under 1933 while the aggregate authorized capital stock of new corporations fell off 21%. Real estate sales decreased 6% in number but the total value of mortgage loans was more than double that of a year ago. Sales of new ordinary life insurance receded in August from July contrary to the experience in previous years.

**Construction.** Activity in the construction industry in Connecticut remained at the level of the preceding month. The number of building permits issued in the four weeks ended September 8 increased 9% when compared with the corresponding period of last year, while the value of building permits issued was approximately the same as a year ago. On August 21st the contract was awarded for the construction of a three-story store building in Bridgeport to cost about \$90,000. On September 12th the contract was awarded for the construction of a two-story factory in Old Greenwich which will cover 22,000 square feet of floor space.

The value of building contracts awarded in the United States during August experienced a greater than seasonal decrease from July. Nevertheless, the total for the month was 13% higher than in August, 1933, and for the 8 months, an increase of 76% was recorded over the corresponding 8 months of last year.

\* \* \*

**Labor and Industry.** As indicated above, manufacturing activity in Connecticut factories increased more than seasonally in August. The index of the number of man hours worked in 5 cities stood at 37% below normal compared with 38% below in July and 34% below in August, 1933. Activity in factories in Bridgeport, Bristol and New Britain was seasonally higher than in July while in New Haven a much larger than seasonal increase occurred. Bridgeport was the only city included in the man-hour index in which activity was higher than in 1933. Danbury reported that hat factories were very busy and that the three largest plants were working night shifts. Employment in Waterbury factories was 1% and in Torrington factories 0.5% below July. In Hartford, factory employment continued to increase and was 22% above last year's level.

Available data indicated that employment and payroll totals in manufacturing establishments in the United States increased somewhat less than usually over July.

\* \* \*

**Trade.** Retail trade in the United States as indicated by the index of sales by department stores compiled by the United States Federal Reserve Board rose sharply in August, the index of sales standing at 79 compared with 73 in July and 74 in June. Preliminary reports for September point to a further substantial increase in retail trade.

\* \* \*

**Transportation.** The index of freight car-loadings originating in 14 Connecticut cities dropped to 50% below normal in August compared with -46.7% a month earlier. Loadings of automobiles declined contrary to the trend in previous years but car-loadings of building materials and merchandise in less than car-load lots experienced a seasonal gain.

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# DEPARTMENTS

## Accounting Hints for Management

Contributed by Hartford Chapter N. A. C. A.

**Motion and Time Studies Should be Continued.** Speaking on this topic at the September meeting of Hartford Chapter, N. A. C. A., Allan H. Mogenson brought out a number of points which merit repetition and emphasis in this column. Mr. Mogenson is an industrial engineer and consulting editor of Factory Management and Maintenance, and his views deserve the attention of industrial management.

Hardly a day goes by without some press reference in strike news to the "stretch-out" or "speed up." It has been a prominent issue in many of the strike discussions and organized labor is bitterly opposed to it. As a result, under present tense conditions, some managements have given up their time-study work and wage incentive plans, and many others seem nervous and undecided. Some plants have stopped cost reduction and plant betterment work; some of the codes restrict work of this sort, as in the capital goods industries. This situation leads then to the query, "What is wrong?" Is the whole thing fundamentally unsound if it cannot survive the present labor difficulties, or has it perhaps only been improperly applied. That the latter is probably the explanation is unquestionably true.

If properly applied there should be no difficulty in getting the cooperation of foremen and workers. Better wages to labor and at the same time lower production costs can result as demonstrated in the automobile industry. Any time study man knows that the daily production of some workers is far too uniform and close to the standard set to be the result of maximum effort. On the other hand the prevalent methods of stop-watch time study men, or so-called expert rate setters, fall far short of proper objectives and often operate inequitably upon operators.

Motion study, on the other hand, is not a speeding-up process. It is not an attempt to make anyone work harder. It is merely finding out the right way of doing any job, which is, after all, usually the easiest and least fatiguing way. There is a distinct difference between work done at high speed, and work done in a hurry. The first will give you perfect work because the speed is made by eliminating unnecessary motions. Work done in a hurry will result in poor work because it is speeding up of all operations both necessary and unnecessary. Any plan that requires the operator to perform a task in less time than taken formerly, without showing him how to eliminate the useless and wasteful motions is likely to require some speeding up.

In any plant there are two ways to get motion study across. One is to bring in the expert who will tell you how the job should be done. This method is seldom successful because of a well known

human failing. The other method is to conduct a training program in common sense motion economy. The object is to secure a motion-minded organization, not only with respect to hand motions of operators, but also in every department and function in the entire organization. Motion economy trains operators in the right way of doing work and helps attain the objective which industry is universally striving for, "to make a better product at a lower cost and at the right time." An account of a company that applied it appeared in the August issue of Factory Management & Maintenance.

★ ★ \*

**Revenue Act of 1934.** The many far reaching changes in the Federal Income Tax Law, resulted in a decision of Hartford Chapter, N. A. C. A., to devote its next meeting to a discussion of the new Act. A discussion of the new Regulations pertaining to depreciation will be a special feature. William M. Johnston, of Scovell Wellington & Co., Springfield, will be the speaker. The meeting: Tuesday, October 16, 1934, at the Elm Tree Inn, Farmington.

## Foreign Trade

**Speeding Up of Foreign Trade Negotiations.** Pursuant to Section 4 of an Act of Congress approved June 12, 1934, entitled "An Act to Amend the Tariff Act of 1930" and Executive Order No. 6750 of June 27, 1934, notices of intention to negotiate a foreign trade agreement have been given out by the Department of State as follows:

(1) Notice of negotiations with Belgium, dated September 4, setting time limit of October 22 for submission of written information and views as well as applications for supplemental oral presentation, the latter to be heard on October 29, 1934;

(2) August 31, date of notice of negotiations with Brazil, with October 15 set as the final date for receipt of written information and application for supplemental oral presentation and October 22 as the hearing date;

(3) August 31, date of notice of negotiations with the Republic of Haiti, with written information to be received by noon, October 8, and oral presentation on October 15;

(4) September 8, date of notice of negotiations with the Republic of Costa Rica, with October 15 as the dead line for written information and application for supplemental oral presentation to be heard on October 22;

(5) September 8, date of notice of negotiations with the Republic of Guatemala, with October 15 as the last date for presentation of written information as well as application for oral presentation to be heard October 22;



(6) September 5, date of notice for negotiations with the Republic of Colombia, with final date for receipt of written information and application for oral presentation set for October 8 and hearing October 15;

(7) September 8, date of notice of negotiations with the Republic of Honduras, with October 15 set as the date for receipt of written information and applications for supplemental oral presentation and hearing date October 22;

(8) September 8, date of notice of negotiations with the Republic of Nicaragua, with October 15 as the final date for receipt of written information and application for supplemental oral presentation to take place on October 22;

(9) September 8, date of notice of negotiations with the Republic of El Salvador, with October 15 set as the final date for receipt of written information and views and application for supplemental oral presentation to take place on October 22;

(10) September 17, date of notice of negotiations with Spain, with November 5 as the final date for receipt of written statements and application for further oral presentation to take place on November 12;

(11) September 10, date of notice of negotiations with Sweden, with final date for receipt of written statements and applications for supplemental oral presentation set for October 29 and hearing on November 5.

All concerns interested in making their views known with respect to exports or imports which vitally affect their business should present all written statements with information and views and all applications for supplemental oral presentation of views to the Chairman of the Committee for Reciprocity Information, c/o The United States Tariff Commission, not later than 12:00 o'clock of the dates mentioned in the previous paragraphs. Written statements must be duly sworn to and be either typewritten or printed and be in six copies with each copy legible. If statements relate to duties or other trade restrictions affecting more than one product, each product must be treated separately and the statements with respect thereto must begin on a separate page. Those desiring to make supplementary oral presentation can do so only after written statements have been submitted in proper form. Such applications must be made to the Chairman of the Committee, setting forth concisely the reasons for such oral presentation and stating whether the views to be presented concern tariffs or trade restrictions of the foreign country in question or concerning the tariff and trade restrictions of the United States. The applicant will later be informed by the committee whether or not oral presentation by him has been approved. All oral statements must be made under oath.

Further information as to products which move in the several export fields now up for negotiations will be forwarded on request by the Association's foreign trade department.

\* \* \*

**Vexing Philippine Tariff Problem.** The tariff bill recently proposed by leaders in the Philippine

Islands which would materially increase tariffs for foreign goods entering the Philippines is one of the most vexing problems that has been thrown into the lap of the State Department in recent years. U. S. approval is sought for the bill as put through the Island legislature and it is believed the beginning of an attempt to preserve free trade between the United States and the Philippines after the Islands get independence. Chief points in the horned dilemma are: (1) necessity for considering the Japanese viewpoint which will be critical if the bill goes through; (2) if the bill is downed business interests wishing to increase American sales to the Philippines will be greatly displeased; (3) the United States cannot afford to stir up trade issues with Japan at this time.

The trouble all started when Japan started to shell Shanghai in 1931 and the Chinese boycott began. It spread to the Philippines where Chinese merchants handled much commerce. To overcome trade losses Japan encouraged settlement of her own retailers in the Philippines where a thriving retail trade favoring Japan has seriously affected American trade causing repercussions in the last United States congress.

\* \* \*

**Foreign Trade Decline.** U. S. foreign trade declined more than seasonably during July with exports totaling \$161,781,000 compared with \$170,571,000 in June. Cotton exports which were up \$11,000,000 in June declined to \$9,000,000 in July. Increases were noted in exports of meat products, fish, canned fruit, paper base stock, petroleum products, iron and steel and aircraft. Crude material imports declined during July from \$42,578,000 to \$39,086,000. Increased imports were reported for burlap, paper base stock, wood pulp, cold tar products and tin.

Rubber products exported during the first seven months of the current year totalled \$12,668,862 or an increase of 46% over the same period of 1933.

## Transportation

**Pelley to Head New Association.** John J. Pelley, president of the New York, New Haven & Hartford Railroad has just been elected president of the newly formed "Association of American Railroads" which will supplant the Association of Railway Executives and the American Railway Association. The purpose of the new organization is to work towards coordination of all efforts to solve the common problems of the railroads of America. Mr. Pelley will act under the control of a board of directors consisting of fourteen railroad chief executives apportioned six to the west, five to the east and three to the south. The new organization will have its headquarters in Washington where Mr. Pelley is expected to take charge in the very near future, resigning from the presidency of the "New Haven" to give his full time to this work.

Directors of the new organization were elected as follows: for the eastern division—General W. W. (Continued on page 30)

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### **Builders' Hardware—(from page 12)**

Steel Co., Ltd., of Hamilton. Then in 1920 came the logical merger of The Stanley Rule & Level Co., manufacturers of carpenters' tools, with the Stanley Works, thus bringing together two New Britain companies similar in name started by two brothers, Frederick T. Stanley (The Stanley Works) and Henry B. Stanley (The Stanley Rule & Level). Although a description of the details of the growth of this company is rightfully foreign to this story dealing with the origin and growth of the builders' hardware industry, yet, complete understanding of the scope of The Stanley Works would be impossible without a brief mention of a few details.

The Stanley Rule & Level had its origin in 1850 when Augustus Stanley, Gad Stanley, Henry Stanley and T. A. Conklin of New Britain formed the firm of A. Stanley & Co., to manufacture boxwood and iron rules. Within eight years it had merged with four other young companies making similar products but in addition plumbs, tool handles, levels and mallets. Then followed a feverish period of expansion, which greatly extended the manufacturing facilities of the company and added many more new products such as planes, screw drivers, chisels, hammers, sledges and steel squares. Other companies were afterward purchased, chief of which was the Atha Tool Co. of Newark, N. J., producing the well known line of "Atha" tools still marketed under the "Atha" trade-mark, and the Roxton Tool and Mill Co., Ltd., at Roxton Pond, Quebec, which today continues under the name of the Stanley Tool Co., Ltd.

To the Stanley properties in New Britain was added a new plant, in 1910, to make strip steel box strapping used to insure the safe arrival of boxed freight or express moving to both domestic and foreign markets. Control of the Connecticut Metal & Chemical Company of Berlin, Conn., now known as the Stanley Chemical Co., gave the company an excellent experimental department which not only reclaims values from metal waste, produces sugar copperas sold to manufacturers of red paint but also has developed into a large producer of brass and bronze castings, paint dyes and chemicals. Next developments which came in rapid succession were: the building of a modern hydro-electric plant on the Farmington River at Rainbow, Conn., in 1925 which supplies most of the power for the company's New Britain plants; the purchase in 1926 of a modern hardware plant in Velbert, Germany, where low cost products can be manufactured which will compete successfully with those of any plant in the world; the purchase in 1926 of the American Tube and Stamping Co. in Bridgeport where open hearth and both hot and cold rolled steel is made.

The acquisition of the American Tube and Stamping Co., brought to a successful climax three dominant policies of the company. The first was to provide ample capital for its rapid growth which has been done by turning back into the capital account a liberal amount of earnings, and by a ready response of stockholders for additional capital. The second

policy sought the control of its materials and the elimination of waste—accomplished by building hoop and band mills and acquiring a chemical company capable of removing a profit from waste, the construction of a hydro-electric plant, acquisition of steel mills, and lumber supply at Pulaski, Tenn. (acquired by Stanley Rule & Level). Third of its policies accomplished was the firm establishment of good industrial relations through a spirit of friendly cooperation between the man at the desk and the one in the shop.

One other department, known as Special Productions, has grown up from the small beginning of producing special hinges to one of large importance, functioning as a separate entity in much the same manner as a subsidiary corporation. As diversified as its name indicates, production varies from automobile parts, vacuum cleaner parts, alarm clock parts to the popular "Stanlo" and "Stanlite" structural toys made from butts which may be assembled by the purchaser into countless types of buildings, boats, bridges, etc., the special "roll up" garage doors, hardware for all other types of garage doors, automatic electrical door openers and closers and closet hardware. Special screen door, storm window, cellar window, clothes line and closet hardware is also part of the Stanley line which includes over 6000 hardware items and over 2000 tool items (latter by Stanley Rule & Level). Especially during the period of "slow" business in staple hardware items of the past five years, has the Special Productions department had a good effect on the Stanley balance sheet.

The Stanley market is the world, the name being nearly as well known in the stores of China and South America, the shops of Europe and the bazaars of India as in the United States and Canada. It has sales offices in New York, Chicago, Los Angeles, San Francisco, Seattle, London, Sydney, Australia; Bombay, Indian and Osaka, Japan. Its present staff of officers are: C. F. Bennett, president; J. E. Cooper, vice president and counsel; E. W. Christ, vice president and secretary; M. S. Coe, vice president; W. H. Hart, vice president; E. W. Pelton, vice president; R. E. Pritchard, vice president; J. E. Stone, vice president; M. H. Pease, vice president; L. W. Young, treasurer; W. C. Milkey, assistant treasurer; P. F. King, assistant treasurer.

### **The Yale & Towne Mfg. Co.**

The name "Yale," ancestored in Middletown, Conn., in 1797, took its first step toward fame in the lock-making field when Linus Yale, Sr., inventor of many milling devices, started to make pin-tumbler locks about 1840 in Newport, Herkimer County, N. Y. To house his little business he built, in 1847, at Newport, a substantial stone building (still standing) known locally as the "Yale Lock Shop", and made in the same year a "Yale Bank Lock", No. 1 in a long line of locks destined to bear that trade-name. Embodying the ancient Egyptian principle of pin tumblers, skillfully adapted to modern conditions and needs, this first Yale lock was made in two models, the "Single" and the "Double", both being operated by a round fluted key acting upon four sets of pin-tumblers.

The "Double" form lock differed from the single, in that it had two sets of four pin-tumblers, each controlled by a different key, one serving to close and guard the keyhole of the other so that the key of one could not be inserted until the other mechanism was unlocked. Many other forms of The Yale & Towne Manufacturing Co. issued in stores, houses, cash drawers, etc., which became increasingly more ingenious. His door and drawer locks were considerably more expensive than other locks then in common use, which further promoted the good repute of the name "Yale". Never associated in business partnership with his son, Linus Yale, Jr., co-founder of Yale & Towne Mfg. Co., the business of Linus Yale, Sr., was continued after his death, in 1857, by his successors, whose interests were finally merged with The Yale & Towne Mfg. Co.

That genius in art and mechanical science may reside in the same set of brain cells is proved by the life story of Linus Yale, Jr. Born in Salisbury, N. Y., in 1821, he took up art and followed the career of an artist for a short time, doing some excellent work. But soon the pull of inherited mechanical aptitude started him in his father's footsteps as a designer and maker of locks. His new career began in his father's factory, the "Yale Lock Ship". About 1855 he moved to Philadelphia where he entered into business for himself, early making the acquaintance of the noted mechanical engineer, William Sellers, who was later responsible for bringing together Linus Yale, Jr., and William R. Towne. Later, about 1861, he moved to Shelburne Falls, Mass., where he carried on his business until his death.

Linus Yale, Jr., like his father, devoted his first years of business to the construction of high cost bank locks which he sold from \$100 to as high as \$500 apiece. Under the stimulus of many lock picking contests and the great "Lock Controversy" in England, in 1851, when the American expert Hobbs succeeded in picking all of the best English bank locks, the ambition of all lock makers was sharpened, including that of Linus Yale, Jr., who afterwards brought out a series of remarkably ingenious bank locks. Each of these locks had its own distinctive name, chief of which were introduced in sequence as follows: the Yale Infallible Bank Lock; the Yale Magic Bank Lock; the Yale Double Treasury Bank Lock; and the Yale Monitor Bank Lock, introduced in 1862, which marked the transition from key locks to dial or combination bank locks. The Double Dial Bank Lock, introduced about 1863, embodied the principles which have since become standard in the United States.

Following his long series of brilliant developments in the bank lock field, Linus Yale, Jr., devoted his energies from 1860 to 1868 to improving the smaller types of key locks. The "Cylinder Lock" which, like the first bank lock made by his father, utilized the pin-tumbler principle used by the Egyptians, was his outstanding contribution. By combining the tumblers and plug in a separate unit called the "cylinder", he made possible the use of a flat key of constant length regardless of the thickness of the door, thus eliminating the neces-



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## THE YALE & TOWNE MFG. CO.

**Stamford**

**Connecticut**

**U. S. A.**

sity of using huge round keys which had to be long enough to reach through the door. Prior to the development of the "Cylinder Lock" (about 1865), a bunch of keys weighed pounds where now it only weighs ounces.

From 1866 to 1868, Linus Yale, Jr., developed the "metallic front" for post office lock boxes which is in general use in U. S. and foreign post offices. It was upon the completion of this development that Mr. Yale realized that he had laid the foundation for a large and successful business. He started to look for someone who could organize, develop and furnish the greater portion of the capital for it. Through his earlier acquaintance, William Sellers of Philadelphia he met Henry R. Towne, a young mechanical engineer of considerable financial means, who was seeking such an opportunity.

The two men met in July, 1868, and after negotiations, organized in October a corporation to conduct the business called "The Yale Lock Mfg. Co." The construction of a modest factory was started in Stamford (still in use), but on December 25, 1868, Mr. Yale died suddenly in New York before the new enterprise had been launched. Upon the completion of the factory in 1868, Mr. Yale's former business in Shelburne Falls, Mass., was moved to the new quarters with about 30 employees.

Henry R. Towne, who succeeded Mr. Yale as president of the company and who was responsible for its phenomenal growth from a very small organization to one which now operates five plants in the United States and three in foreign countries, employing normally about 10,000 persons, was originally a student of mechanical engineering at the Fort Richmond Iron Works, in Philadelphia, during the Civil War. Having worked his way through the drawing room and shops, he had been given charge of two of the "Monitors" (novel fighting vessels used by the Northern navy). After that work was completed, Mr. Towne, seeking to qualify himself still further as a mechanical engineer, made a tour of engineering establishments in Europe, studied in Paris, took a special technical course under the late Robert Briggs, C. E., and a practical course in the shops of William Sellers & Co., Philadelphia. He had just finished this course and started to look for a permanent business connection of promise when he suddenly came upon it through his introduction to Linus Yale, Jr., by Mr. Sellers. That Mr. Towne's mechanical and business ability was far above the average is today monumented in the present day development of the Yale & Towne Manufacturing Co. plants and international business. (Corporation changed from original name to The Yale & Towne Mfg. Co., in 1883.)

From the start of the business, Mr. Towne realized the great value of the name "Yale" as a trade mark and took active steps to extend its use and application. The name denoted not only origin but the highest quality in lock security and construction, and ever since it has been religiously protected as a trade-mark whenever attempts have been made by competitors to deceive the public by misleading marks or by closely approximating the appearance of Yale products. Its trade-mark and those of other companies it has acquired (to

be mentioned later) have been registered for the most part in all countries where the several companies have built up good will. Because so many cases developed from time to time involving encroachment on the company's legal rights in trade marks, catalog numbers, distinctive designs and other indicia of origin of its numerous products, The Yale & Towne Manufacturing Co. issued in booklet form, in 1930, a record of cases (History of the Trade-Mark "Yale") in which their rights have been sustained and confirmed. The purpose of the booklet is to both enlighten those who may be ignorant of trade-mark law and to warn those who unwittingly or otherwise encroach upon the company's legal rights in trade-mark matters.

In 1873, Yale & Towne added its most extensive line of articles included among Yale products viz.—Yale Builders' Hardware, which is of course the sole reason why the story of the company appears in connection with this article. This line now includes thousands of items and embraces practically every article of hardware needed in the equipment of buildings of every class. Among the builders' hardware items are to be found a beautiful series of decorative pieces in every School of Ornament and in all metals and finishes, known generally as "Art Hardware", to designate the hardware of ornament such as knobs, escutcheon plates, bolts and other visible metal work used on doors and windows. Under the stimulus of the Centennial Exposition of 1876, there arose a demand for more artistic products of every description, including hardware. Yale & Towne was among the first to recognize and respond to the demand. It enlisted the cooperation of leading architects in the development of designs conforming to true principles of art, and brought to the interpretation of these designs new processes and the services of skilled artisans. The result was the creation of a new and thoroughly artistic product so beautiful in its execution as to rival the best work of the French serrurier.

Progress in this new field was aided by utilizing the Bower-Barff process (for making iron surfaces rustless), the sandblast process (for producing a beautiful texture on metallic surfaces), and through the employment of skilled modelers in wax and plaster and of metal-chasers. Further progress was made around 1887 when plain hardware was produced from heavy wrought brass and steel by means of dies; supplemented in 1894 by the first ornamental design in wrought metal (the "Arcadian") also of heavy material and high quality.

Yale Padlocks were first introduced in 1878 by a line of "standard" padlocks of high security and excellent construction to which have been added numerous other models so that today the line of "Yale Padlocks" is one of the largest in the world.

Another important hardware item, acquired first by Yale & Towne on an agency basis in 1895, was the then so-called "Blount door check" which was later completely acquired in 1909, and is now known as the "Yale" Door Closer. The device, a door spring combined with liquid resistance or control and easily regulated to varying conditions, is most commonly applied overhead at the top of the door,

but is also made as a "floor hinge" used chiefly in new construction.

About 1878, Yale products began to include a complete line of chain blocks and hoists to which were added electric hoists, overhead track, etc. In 1920, started in earnest a drive to add new items of materials handling equipment which has made it an international leader in that field. First in this line to be added were modern electrical trucks for which the manufacturing rights were at first acquired of the C. W. Hunt Company. From that start a complete line of electric industrial trucks has been developed. Transportation items were again increased in 1933 when the company purchased the Walker Vehicle Company and the Automatic Transportation Company, located in Chicago. Both companies make a complete line of street electric driven vehicles particularly suited for delivery service requiring frequent stops such as bakery, milk and department store delivery service, together with a complete line of industrial trucks. The company has also developed recently a new line of pumps especially to handle oils, gasoline and other petroleum products.

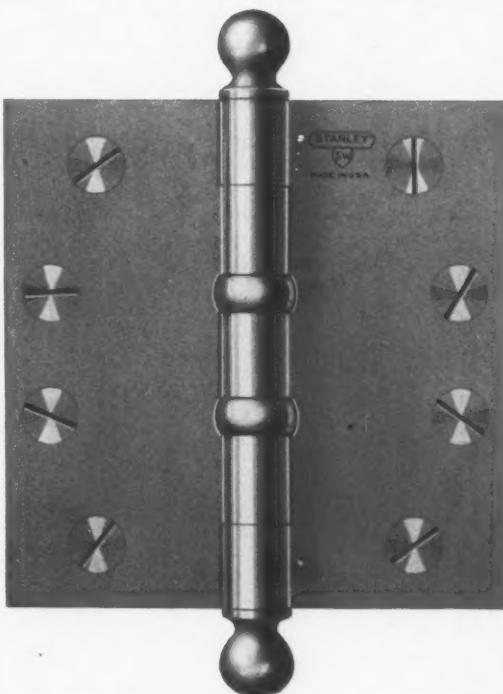
Early in the company's history foreign markets began to be developed. Gradually distributor connections were formed, chiefly in Europe and Australia, and a beginning was made in adapting Yale products, especially builders' locks and hardware to the requirements of foreign markets. The necessary study involved was made in Europe by officers of the company, in repeated visits, and elsewhere through salesmen, correspondence and the collection of samples. Response to these foreign efforts has been such that The Yale & Towne Manufacturing Company now operates plants of its own in St. Catherine's, Canada (established in 1911); Velbert, Germany (acquired in 1927); and Willenhall, England (acquired in 1929); and thereby continues to enjoy world-wide distribution of its products, including locks and builders' hardware and materials handling equipment.

Besides the plants operated on foreign soil, the company now operates the following: Stamford Division, Stamford, Conn.; Philadelphia Division, Philadelphia, Pa.; Sager & Barrows Division, North Chicago, Ill.; Norton Division, Chicago, Ill.; and Walker-Automatic Division, Chicago, Ill. Executive offices of the company are now located in the Chrysler Building, New York, N. Y. Present officers are: Walter C. Allen, chairman of the board; W. Gibson Carey, president; Joseph A. Horne, vice president; John H. Towne, secretary; Fred Dunning, treasurer and assistant secretary; Hugh J. Mathews, assistant secretary, and Louis H. Porter, general counsel.

#### Sargent & Company

The last of the "big four" builders' hardware concerns—Sargent & Company of New Haven—to originate in Connecticut had a New Britain strain in its business lineage. But to pick up the threads of the Sargent ancestry and business experience which was responsible for the successful invasion of the hardware field, it is helpful to observe a few inci-

# STANLEY



## HARDWARE

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**The Stanley Works**  
New Britain, Conn.

dents. Joseph Denny Sargent of Leicester, Mass., seventh in line from Northampton, England, started on his farm, in 1813, to produce hand cards which were then generally employed in the home spinning operations of that period. Although having no connection with the hardware business, the manufacture of cards was carried on by Joseph Denny Sargent until his death and later by certain of his sons until sold in recent years to a Philadelphia concern.

One of the several sons of Joseph Denny Sargent, Joseph Bradford, was first a clerk and then manager of a fashionable Boston dry goods store, but early in his youth, emigrated to Griffin, Ga., where, with an older brother, he built up a successful store business, amassing by hard work and thrift the then modest fortune of \$10,000, which became the financial nest egg of the great Sargent interests of today. Upon the death of his father, Joseph Bradford Sargent moved to New York City where he entered the commission business and in the course of settling his father's estate, bought a half interest in the Leicester card manufacturing business, shortly afterwards buying his partner's half interest. To raise the funds for this purchase he applied to a Leicester bank president whom he had known all his life, and after telling the story of his experience, savings and plans, the fact that he had no endorser but would repay some time if he lived, the banker replied, "Well, Joseph, I will lend you the money and you may pay it when you can."

The business was moved to Williamsburg, N. Y., for a time so that both Mr. Sargent's mercantile and his industrial business might receive his personal attention. But when Joseph Bradford Sargent's youngest brother, Edward Sargent, was taken into the firm and the name changed to Sargent and Brother, the plant was moved back to the small brick shop at Sargent Pond, Leicester, where Henry was in charge of production.

Fidelity to family ties led Joseph Bradford Sargent to bring to New York another brother, George Henry, and to establish the sales firm of Sargent Brother & Company which was later changed to Sargent & Company. Although several other lines of business of no consequence to this story were entered into, we find the stage now set for the greatest achievement of Joseph's career. To an inherited aptitude for manufacturing, he had added the mastery of salesmanship and all phases of marketing as well as the ability to save and command capital.

It so happened that Joseph Bradford Sargent had as one of his clients in the commission business the Peck & Walter Mfg. Company of New Britain, which had been started in a small way in 1840 by Elnathan Peck, a well-to-do New Britain carpenter and builder, to produce fire dogs, andirons and other smaller articles of hardware. This firm, first known as Peck & Dewey, later became Peck & Walter about 1846, having a capitalization of \$100,000 of which 1/10th was purchased by Joseph Sargent. Not being able to withstand the strain of the panic of 1857, the Peck & Walter Mfg. Company failed, leaving Mr. Sargent as the principal

creditor and majority stockholder. Again thinking first of his family, he associated with him his brothers—George H. and Edward Sargent—and re-establishing the business under the name of J. B. Sargent & Company. Under the good management of the Sargents, the concern prospered and found itself in dire need of more factory space by 1863.

After a diligent search in which no land convenient for manufacturing purposes was found available in New Britain, further search revealed in New Haven, Conn., a vacant city square with harbor frontage. Immediately, Joseph B. Sargent purchased the block and contracted for the entire year's capacity of brick from all brick yards in New Haven and Hartford counties, bought all other building supplies and started the erection of a modern brick, timber and plank plant covering the entire block. Many who witnessed the procedure shook their heads—thought the Sargent thrift had suddenly gone haywire, being replaced by rank extravagance.

On May 1, 1864, production started in the new plant which covered over two acres and which caused about 100 employees' families to move from New Britain to New Haven. In the fall of the same year the business was incorporated as Sargent & Co. Despite the pessimistic prophecies of disaster, the Sargent business increased so fast that enlargements were required by 1869, numerous others being required since that time until the company has today approximately 20 acres of floor space.

Through its New York commission house, which had marketed the products of Davenport, Mallory & Co., later Mallory, Wheeler & Co., of New Haven, manufacturers of locks, knobs, escutcheons and padlocks, Sargent & Co. gradually drifted into the manufacture of locks on a large scale. Under the arrangement there followed mutual prosperity and a large expansion of the business until the death of Burton Mallory, after which new management took over the reins of the Mallory business, frequently violating the articles of agreement with Sargent & Co. of New York. The break came in 1882, and thereafter Sargent began the manufacture of locks on a much larger scale, developing a basic line of door locks, latches, knobs and escutcheons to which have been added practically all items of builders' hardware, specializing on the so-called "Shelf Hardware". Planes, squares and other carpenter tools as well as numerous hardware specialties are now among Sargent's products which run well up into the thousands of items.

Thus did \$10,000 of thrift savings from Joseph Bradford Sargent's store profits and wages in Georgia in the '40's, lay the foundation for a corporation capitalized at \$200,000 in 1864 and which grew by 1925 to one with a capital, surplus and undivided profits of more than \$8,000,000, including its subsidiary merchandising concerns by the same name in New York and Chicago. During this period of growth Joseph B. Sargent served 43 years as president (1864-1907) and George H. Sargent 10 years (1907-1917). Present officers of the company are: P. E. Barth, president and general manager; Bruce Fenn, vice president; Ziegler Sargent, vice president and treasurer; G. F. Wiepert, vice president; Murray Sargent, secretary.

### **Norwalk Lock Company**

The Meriden Lock Company, one of the first concerns in Connecticut to make locks, was very anxious just prior to 1856 to secure new capital and to acquire a location having tidewater facilities. Norwalk, Connecticut, afforded both these objectives and in 1856, the Meriden Lock Company became the Norwalk Lock Company. The founders with the necessary capital were Algernon Edwin Beard and Ebenezer Hill of Norwalk and Colonel Frank Noyes of Nashua, New Hampshire.

Production of the lower priced locks and trim was the practice at the start but shortly afterward gave way to the production of the finest quality builders' and marine hardware, the latter becoming the standard for U. S. Navy marine hardware. Mr. Edward Beard, son of one of the founders, who rose from office boy to president of the company, is now at 97 years of age, enjoying good health and is president of the South Norwalk Savings Bank.

In August, 1929, the Norwalk Lock Company was absorbed by the Segal Lock & Hardware Company, formerly of Brooklyn, New York, makers of the Segal Jimmy Proof Lock, padlock bolts and key machines. Since 1929, the Norwalk Lock Company has entered the razor blade and razor holder field as well as producing a line of unique compacts just recently placed on the market.

The Segal Lock & Hardware Company came into existence as a result of the observations of Samuel Segal in 1912. Being a policeman in New York, Mr. Segal had observed the appalling increase in the number of burglaries and likewise had noted that about 90% of such burglaries were committed by the simple and obvious means of prying doors open. No lock seemed at that time really jimmy proof, because all of them had horizontal bolts entering open strikes or keepers, thus affording no protection against prying the door away from the jamb. Further investigation showed that burglars almost never tried to jimmy the hinge side of the door but always attacked the lock fastening for the reason that it is practically impossible to pry the hinge apart because of its interlocking construction. Taking his tip from the construction of this hinge, Mr. Segal built the Segal Jimmy Proof Lock on the principle of hinge construction with bolts operating vertically, exactly as in a hinge, except that it is operated by a key and cylinder. The bolts of this lock go through the bronze strike just as the pin passes through the knuckles of the hinge, thus interlocking the door and jamb securely together.

The products of both the Norwalk Lock Company Division and Segal Lock & Hardware Company are marketed through jobbers and retailers. Present officers of the Segal Company are: Louis Segal, president and treasurer; Edward Segal, vice president; and Sidney Kuttin, secretary.

### **The H. B. Ives Company**

Mr. H. B. Ives first started in the hardware business with the manufacture of a mortise door bolt in his barn in Fair Haven in 1876. Because the bus-

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P. & F. CORBIN DIVISION  
NEW BRITAIN,  
CONN.

iness promised to be successful, Mr. Ives moved his shop in the year 1880 to Atwater's Block in New Haven, employing at this time two or three men. Shortly after this move, Mr. Ives purchased the patent of a window fastener device which gained popularity as the "Ives Patent Sash Lock", which gave the business its real start.

In 1884 a partnership was formed with a Mr. Frederick Andrews who furnished additional capital. The business grew rapidly, requiring additional space almost yearly, until in 1900, it was decided that the facilities at Atwater's Block were no longer adequate and the property of the American Fishhook Company on Artizan Street was purchased and the business moved to this location.

Just prior to 1900, Mr. Ives had purchased the one-third interest of Mr. Andrews and in July, 1900, a corporation was formed under the laws of the State of Connecticut. The original officers were H. B. Ives, president and treasurer; W. A. Eldridge, vice president; and C. G. Keeler, secretary. At this time about 75 men were employed although the company's product was confined to a very few items of window hardware.

From this point on, the company has enjoyed a steady conservative growth until in the year 1929 about 220 hands were employed. A complete line of window hardware and other builders' hardware items and specialties are now manufactured. Present officers of the company are: H. J. Hendrick, president; W. A. Eldridge, vice president; Wesley H. Bradley, secretary and assistant treasurer; and George W. Bradley, treasurer.

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### A Warm Welcome

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### Transportation

(Continued from page 22)

Atterbury, president of the Pennsylvania Railroad; J. J. Bernet, president of the Chesapeake & Ohio; Daniel Williard, president of the Baltimore & Ohio; F. E. Williamson, president of the New York Central; and John J. Pelley. For the western division—L. W. Baldwin, trustee of the Missouri Pacific; H. A. Scandrett, president of the Milwaukee Road; R. A. Downs, president of the Illinois Central; C. R. Gray, president of the Union Pacific; F. W. Sargent, president of the Chicago & Northwestern and Ralph Budd, president of the Chicago, Burlington and Quincy. For the southern division—W. R. Cole, president of the Louisville-Nashville; Hale Holden, chairman of the Southern Pacific and Fairfax Harrison, president of the Southern Railway System.

★ ★ \*

**Examiner's Report on Anthracite to N. E.** In a recent proposed report No. 25750, Delaware, Lackawanna and Western Coal Company vs. Central of New Jersey et al., Examiner H. W. Archer proposes that the Commission find it is without authority to require the reduction of rates on anthracite coal solely in order that it may compete more successfully with other fuels. He recommends that the Commission find not unreasonable rates on prepared sizes of anthracite from mines in Pennsylvania to points in New England and Central territories as well as to points in Iowa and Canada. In the same report he recommends the finding of unreasonableness on prepared sizes of anthracite to destinations in Trunk Line territory other than those previously mentioned to the extent that they exceed rates set forth in a scale beginning with \$1.65 a net ton for 100 miles and running out with \$3.70 for 500 miles. He likewise recommends finding rates on pea and smaller sizes unreasonable to the extent that they exceed rates made 92 and 85%, respectively, of the rates on prepared sizes.

★ ★ \*

**Death of C. F. Doran.** Cornelius F. Doran, general passenger agent in New York for the "New Haven" Railroad died suddenly at his home in the Bronx, New York, shortly after arriving from his office on August 27. Mr. Doran, 60 years of age, was just appointed to his post on June 1.

Born in Haverstraw, N. Y., October 9, 1873, Mr. Doran became associated with the New Haven first in June, 1897, as agent for the New England Steamship Company. Later, in 1909, he became agent for the Railroad Company at Ellis Island and the following year became agent at the ticket office at 171 Broadway, New York. During the period of the Federal Railroad Administration, Mr. Doran was manager of the Consolidated Ticket Office in New York and in 1919 became agent at the Grand Central Terminal. In 1928 he was named assistant general passenger agent, the post he held until his promotion to passenger agent last June.

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# SERVICE SECTION

On account of space limitations, the material and used equipment items offered for sale by Association members have not been classified by sizes or usage best adapted. Full information will be given on receipt of inquiry. Listing service free to member concerns.

## ●● Materials for Sale

COLD rolled steel in coils and in squares, condulets and fittings, remnants of covering materials—velours, velvets, mohair, tapestries, denims, chintzes, and cretonnes, semi-finished and castellated U. S. S. nuts, pulleys, flat and crown face-steel and cast-iron; new shaft hangers, brass wire, brass rods, aluminum tubing, cold drawn steel—mostly hex; miscellaneous lot of material used in the manufacture of molded rubber parts and flooring, knife switches—new and many sizes; carload C. I. drop bases, No. 1025 steel in sizes 4' x 2' and 6' x 2'; lead pipe, lead sheet, acid proof pipe fittings, 124 bars screw stock varying thicknesses and lengths, white absorbent tissue process from cotton, rotary convertor, colors and dyes—large variety, lacquers—several hundred gallons in assorted colors; and soft anneal copper with high silver content in rolls. J. H. Williams wrenches in assorted sizes.

## ●● Equipment for Sale

ACCUMULATORS, annunciators, baskets, beaders, beamers, bearings, belt stretchers, blowers, boilers, braiders, bronze runners, cans, cards, woolen; car loaders, chain, chairs, chamer, clocks, time recorders; clock systems, colors and dyes, compressors, condulets, convertors, conveyors, cookers, cooking utensils, doublers, draftsman's table, drop hammers, drops, board; drums, drying racks, dyes, engines, evaporators, extractors or percolators, fans, filtering carbon, folders, forming rolls, frames, furnaces, gears, generators, grinders, grindstones, grinding wheels, guiders, headers, lamp shades, lathes, lifters, looms, De Laski circular; machines, automatic; machines, calculating; machines, compressing; machines, dieing; machines, drilling; machines, filing; machines, filling; machines, folding; machines, knitting; machines, mercerizing; machines, milling; machines, pipe-cutting and threading; machines, pleating down; machines, riveting; machines, screw; machines, threading; machines, tongue and groove; machines, washing; mercerizer equipment; millers, mixers, mills, mills rubber; mixing rolls, motors, oil circuits; oven drawers, paints and lacquers; panels, planers, plungers, pointers, presses, profilers, pulley drives, pumps, reamers, receivers, rheostats, safe cabinets, saws, scales, screens, seamers, shapers, shears, spindles, spinning mules, steam tables, steam warmers, stitcher, 192 monitor corner box switches, tables, tanks, toilet equipment, trucks, ash can; tube closers; wire, wire screw and yarders.

## ●● For Sale or Rent

FOR SALE. One 3½ Bliss toggle press in good condition. Address S. E. 76.

WANTED TO SELL—LEATHER SCRAP. Connecticut manufacturer of leather belting has constantly a large supply of leather scrap for sale. Address S. E. 78.

FOR SALE—I Brush expander for cleaning 3" tubes; 1 Clinker Rake; 2 Straight Bars; 3 Valve Forks; 1 Stice Bars; 1 Fire Hoe; 1 Large 60 lb. gauge; 1 Large 180 lb. gauge; 1 Small 200 lb. gauge; 2 #5 Bigelow H.R.T. Boilers with overhanging fronts, 53 BHP, 526 square feet of water heating surface, 48" D. 13'2" long, 50—3" tubes 12' long; 33, 3" x 14" Boiler tubes; 2, 4" Gate Valves; 2, 4" Non-Return Valves; 2, 3" Pop Valves; 2 Water Columns Complete with Valves—but no glasses; 2, 2" Blow-off Valves; 3, 1½" Check Valves; 2, 1½" Gate Valves; 1, 1¼" Check Valve; 3, 1½" Gate Valves; 1, 1¼" Globe Valve; 2, ¾" Globe Valves; 2, ¾" Gate Valves; 1, ½" Globe Valve; 1, 2" Check Valve; 1, 2" Gate Valve; 2 complete sets of ash and firedoors with rings and mountings; 2 cast breeching connections (to fit front of boiler); 2 cast arches. Address S. E. 79.

FOR SALE—Free Cutting Bessemer Screw Stock of various sizes ranging from 7/16" to 5" in Rounds; 1½" to 1½" in Squares; and 7/8" to 2" in Hexagons. Also Cold Rolled Steel ½" x ½" to 3½" x ¼". Address S. E. 80.

## ●● Wanted to Buy

WANTED TO BUY—Second hand wood boxes of assorted sizes from small to a large packing case. Please give details in letter addressed to S. E. 81.

WANTED TO BUY—One horizontal boiler 50 or 60 h. p. which does not require a bricked-in foundation and firebox. Address full details and price to S. E. 82.

WANTED TO BUY—A Connecticut manufacturer desires to purchase the following left over or surplus items of another manufacturer: 2 x 2 x ¼" Angle Iron—3000 lbs.; 3 x 2½ x ¼" Angle Iron—1600 lbs.; 1¼ x 1¼ x 3/16" Angle Iron 9300 lbs.; 1 x 1 x ¼" Angle Iron—450 lbs.; ½" Rd. Hot Soft Machinery Steel—1600 lbs.; 1¾" Rd. Cold Rolled Steel—500 lbs. Address details and offering prices to S. E. 83.

WANTED MANUFACTURER—Interested in investing \$25,000 to \$50,000 and taking over production and marketing of established air conditioning concern. Present owner desires to continue with business. Address S. E. 84.

## ●● Employment

OFFICE EXECUTIVE. Man long experienced in office management, accounting as well as in factory production work seeks position of responsibility. Last position with large auto service organization. Excellent references. Address P. W. 266.

GRADUATE CHEMIST—TEACHER OF MATHEMATICS AND SCIENCE—ECONOMICS. Has done work on fats, oils, asphalts and bitumens, textiles and textile chemicals, impregnating treatments, rubber, water sewage, industrial wastes and inorganic analyses. Is willing to do anything. Age 41. Married and has a family. Address P. W. 267.

ELECTRICAL AND INDUSTRIAL ENGINEER. Young man, graduate M. I. T., B.S. and M.S. in electrical engineering. Experience in manufacturing and production research and development cost and time study, industrial engineering and plant layout. General Electric trained. Former chief engineer for Connecticut manufacturer. Considerable experience in research and development of new products of electrical or mechanical nature as well as purchasing and engineering sales. Excellent mechanical and electrical experience. Desires position as engineering or manufacturing executive; development or research engineer, plant engineer or purchasing. Excellent references. Address P. W. 268.

YOUNG COLLEGE MAN. Graduate of Trinity, B. S. degree with one year in Michigan Law School, who for financial reasons cannot continue in college, desires to locate position with manufacturing or commercial organization. Has had some banking and shipping experience during vacation periods. Starting salary desired nominal. Opportunity for development and advancement chief desire. Address P. W. 273.

YOUNG COLLEGE GRADUATE. Young man who has completed two-year industrial mechanical engineering course at Pratt Institute and who has had special laboratory research training as well as a special course in heat power and steam power desires to obtain a connection with a Connecticut or New England manufacturer where he will have an opportunity to advance as his capabilities warrant. Any living wage acceptable. Address P. W. 274.

ACCOUNTANT. Experienced in general accounting and cost work. Would like experience with auditing firm as junior or semi-senior. Age 32 and married. Salary requirements moderate. Address P. W. 275.

MARKETING EXECUTIVE. College trained man under 40, who has had an exceptionally broad experience with all problems of distribution, from advertising copy writer to the management of an entire marketing campaign, both with advertising agencies and private enterprises, desires to make connection with New England concern. Salary arrangement anything within reason and commensurate with the responsibilities of the position. References on request. Address P. W. 276.

OFFICE MANAGER AND ACCOUNTANT capable of supervising the general ledger accounting and the cost accounting. Experienced in handling depreciation for tax returns. Address P. W. 277.

# Why this manufacturer insures with American Mutual

THE BRADLEY & HUBBARD MFG. CO., located in Meriden Conn., designs and manufactures decorative metal goods, including electrical fixtures, desk sets, fireplace equipment, etc. It is one of the many well known Connecticut companies that naturally turn to American Mutual for workmen's compensation and other forms of liability insurance. What Bradley & Hubbard seeks is an insurance organization that offers maximum savings and stability—plus good service. And that is exactly what this company gets from American Mutual.

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through trained representatives working for this company only. Our engineering department advises policyholders on every phase of accident prevention . . . making careful studies of accident causes, suggesting ways of eliminating them, helping to organize plant safety work, etc.

Perhaps the best recommendation for American Mutual is that 96% of our policyholders, including The Bradley & Hubbard Mfg. Co., renew their insurance with us every year. We'll be glad to discuss your particular insurance problems. Just call our nearest office.



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